

FINANCIAL TIMES

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World Business Newspaper <http://www.ft.com>

MONDAY AUGUST 19 1996

Brussels warns German carmaker not to spend aid

German carmaker Volkswagen risks being barred from competing for public contracts if it spends nearly DM100m of disputed subsidies from the German state of Saxony. The warning by European Union competition commissioner Karel Van Miert is the toughest yet in the row over Saxony's plan to subsidise VW investment in the state to the tune of DM780m. Page 14

Russians try to boost Chechen truce



Two Russian soldiers carry water on the outskirts of the Chechen capital, Grozny, where a fragile ceasefire held overnight. Russian and Chechen negotiators worked over the weekend to reinforce the truce and a truce has seemed to be holding among Russia's politicians. Page 16

Miners buy mall in Europe's Texas-based property company Hines has bought seven shopping centres in Europe - including the continent's biggest covered mall - from French owner Macif. Hines is paying FF1.5bn (US\$2.7bn) for 50 per cent of the centres with an option to take full control. Page 17

China hits at US: The US was using the threat of terrorism to dictate policy with its laws on foreign oil companies investing in Iran and Libya, China said. Beijing accused Washington of "overweening arrogances". Page 8

Many dead in Pakistan attacks: Fifteen people were killed and almost 70 injured when gunmen attacked a Shiite Moslem religious meeting in a village in Pakistan's Punjab province, a spokesman for the Shiite party said.

Campaign aircraft crashes: Nine people were killed dead after a presidential transport aircraft crashed in Wyoming south after taking off for President Bill Clinton's birthday party in New York City. Page 4

Microsoft admits software bugs: US software giant Microsoft has admitted there is a bug in the latest version of its Internet Explorer Web browser. The problem comes as Microsoft and California-based Netscape Communications fight for control of the browser market. Page 16

Canada election: Rival candidates demanded accusations of election fraud as parliamentary polls got under way in Lester's Christian heartland. One man was fatally injured in a brawl at a polling station.

Students surround police: Raging two Saudi campus buildings held by radical students cut off food and medical supplies in an attempt to force an end to the five-day occupation.

Police search for more childless Belgian police searched for the remains of more missing children, widening their investigation into a child sex scandal after the man who led them to three bodies admitted kidnapping at least two other girls.

British killed in孟加拉: A young British man found murdered in a remote road in Bangladesh was probably shot during a robbery, said police.

Business news: Testing units for use of the UK is to sell its Testing Services business to a consortium led by two financial institutions, Chancerygate and Bankers Trust. The sale - worth some £250m (US\$2.8m) - is part of a streamlining programme. Page 17

European Monetary System: The French franc remains bottom of the EMS grid, while the Spanish peseta rose last week to the top. This week may see more movement if the Bundesbank council meeting on Thursday cuts German interest rates. Currents, Page 23

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FT.com: The FT's web site provides online news, comment and analysis at <http://www.ft.com>

Kohl seeks to calm tax fears

Chancellor insists Germans will pay less after reforms

By Peter Norman in Bonn

The German government yesterday made clear that wide-ranging tax reform, planned for 1998, should involve a significant reduction in the overall tax burden and that it will not raise rates and add tax to increase revenue.

In a television interview from his Austrian holiday home, Chancellor Helmut Kohl last night said that his "first and most important goal" was to lower the excessive burden of taxes to help the individual citizen, boost the economy and create jobs.

Giving a first indication of the timetable of tax cuts, Mr Hans Weigel, the finance minister, told Saturday's edition of Bild, the mass-circulation daily magazine, that "a

volume of DM60bn (US\$4bn) was imaginable. But he warned that this sum, equivalent to 2.5 per cent of German gross domestic product, would have to be financed in a "realistic and clean" manner through elimination of special tax breaks and privileges.

These remarks were intended to calm the political furor that has surrounded the government's reform plans since Mr Kohl, in an earlier interview, admitted that a VAT increase was unavoidable.

In yesterday's interview with the ZDF channel's Bonn programme, the chancellor was careful not to rule out a VAT rise.

But he insisted that the gov-

ernment's aim was not to add to the tax burden and that a VAT increase, if it came at all, would not be before 1998.

Mr Weigel said a VAT rise could only come "at the end of a comprehensive tax reform" and only if the revenue lost through lower income tax

breaks could be removed.

These remarks had not been balanced by broadening the tax base.

Tax reform has been Bonn's hottest political topic during the recent quiet weeks of summer when most leading politicians have been on holiday.

Mr Kohl's admission of the need for a VAT increase, after

months of insisting that the government had any such plans, was a significant political turnaround - even though he had never ruled out the possibility after the next German general election in the autumn of 1998.

Yesterday there were signs that the issue of tax reform would continue to be controversial.

Mr Wolfgang Gerhard, leader of the junior Free Democratic party in Mr Kohl's coalition, said his party would press for "a first stage" of tax reform in 1998 "as a signal" ahead of the election.

Outlining some of the constraints under which the government is operating, Mr Kohl

said there was no question of Germany borrowing more to finance tax cuts. There were also limits to cuts in public spending - for example, there was still a need for large-scale spending on transport infrastructure in eastern Germany, he said.

Making clear that not all tax breaks could be removed, Mr Weigel argued in favour of retaining some exemptions from government income tax for people who pay church taxes.

He also warned against exaggerated expectations. People "should not get the impression that a cornucopia of tax reductions will sweep over them", he said.

Lloyd's fails to win SEC help over US action

By Ralph Atkins in London

The US Securities and Exchange Commission has refused to help Lloyd's of London in a potentially devastating legal challenge today that claims the insurance market's \$3.2bn recovery plan may break US securities laws.

Disgruntled US Names are seeking an injunction in a federal court in Virginia to prevent Lloyd's proceeding with its rescue proposals - just nine days ahead of the August 28 deadline for Names to accept.

A delay could wreck the plan, which has taken more than a year to construct, throwing the insurance market's future into doubt.

The case comes as the latest Mori survey shows 88 per cent of UK Names support the rescue plan, compared with 83 per cent in June. Names are individuals whose assets have traditionally supported the insurance market.

Lloyd's said surveys in the US showed support for the plan was running at about 50 per cent of Names with 24 per cent planning to reject it.

The Virginia action centres on claims that the Lloyd's "reconstruction and renewal" plan should comply with federal and state securities rules.

Last week the Virginia court ordered the SEC to set out its position on whether investment at Lloyd's amounted to buying a security.

But in a written submission over the weekend, the SEC told the Virginia court that it was not party to the action and "does not believe it appropriate to address... the fact-bound issues."

Now did the SEC "believe that it would be in the public interest for it to influence, positively or negatively, the matter of acceptance or rejection of the reconstruction and renewal proposal".

The SEC has indicated, however, that it believes issues about US securities laws

Continued on Page 16

King Hussein, on arriving in the riot-torn Jordanian town of Karak, shakes hands with one of the soldiers sent there at the weekend to restore order

Picture: Reuters

Cash seized at home of Indian ministry official

By Shashi Shekhar in New Delhi

A senior finance official in the Indian telecommunications ministry was arrested on Saturday after a raid by federal police at his government flat yielded more than Rs100,000 (US\$16,000), 20 expensive watches and more than 1kg of gold jewellery.

The raid came only a day after Rs60,000 in cash was seized from two homes of Mr Sushil Rao, a former communications minister. Officials said Ms Bina Ghosh, the official arrested on Saturday, had been a close associate of Mr Rao when he headed the ministry in the Congress government. Rao was defeated in general elections earlier this year.

The raid at Mr Rao's home was the largest seizure of cash ever made by police in India from the home of a politician. Twenty Central Bureau of Investigation (CBI) officers spent more than 24 hours counting the bundles of cash which had been stored in poly-

thene bags, suitcases and bed sheets. "I have never seen so much money in my life," said Mr Jagat Singh, director of the CBI, the country's main anti-corruption agency.

Mr Rajesh Reddy, spokesman of the ruling United Front coalition government of prime minister H.D. Deve Gowda, said the raid at Mr Rao's home was "only the tip of the iceberg". He added: "This is a most primitive way of accumulating capital."

Mr Rao is reported to be in London. A CBI spokesman said no arrest warrant had been issued for Mr Rao so far, but a bribery case had been filed against him. It involved the alleged disappearance of Rs1.8m from the national telephone network involving the purchase of telecommunications equipment from Advanced Radio Manufacturers, a Hyderabad-based member of a consortium which has not yet provided basic telecom services in the state of Rajasthan.

The spokesman said the current investigation has not covered the award of controversial contracts for mobile phones and cellular telephone services in the state of Rajasthan.

"We will demand strict disciplinary action against Mr Rao in the party," he said.

CONTENTS

The chart shows the member currencies of the exchange rate mechanism measured against the weakest currency in the system. Most of the currencies are permitted to fluctuate within 15 per cent of agreed central rates against the other members of the mechanism. The exceptions are the D-Mark and the guinea which move at 2.25 per cent band.

FT.com: The FT's web site provides online news, comment and analysis at <http://www.ft.com>

FOR CLEAVER VISION GO STRAIGHT TO THE TOP

Corporate Money Top 20 Venture Capitalists
by deal value (1996 year to date)

VENTURE CAPITALISTS	DEAL VALUE EM	NO. OF DEALS
1 Cinven	879.60	9
2 Apax Partners	497.50	4
3 NatWest Ventures	406.45	15
4 Mercury Asset Management	369.30	3
5 CVC Capital Partners	362.60	40
6 3i Group	314.65	3
7 Morgan Grenfell DC	307.00	1
8 Kohlberg Kravis Roberts	305.00	1
9 Charterhouse DC	231.00	3
10 Prudential Ventures	221.60	5
11 BWZ Private Equity	208.50	2
12 HSBC Private Equity	201.50	3
13 Schroder Ventures	198.80	10
14 Murray Johnstone PE	134.98	6
15 Allianz	65.48	6

Cinven

THE OUTLOOK IS BRIGHT

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NEWS: INTERNATIONAL

Bonn presses Paris on military projects

By David Owen in Paris

Mr Volker Rühe, Germany's defence minister, yesterday stepped up pressure on France for a swift resolution of the two countries' differences over several military equipment projects.

Speaking before a meeting in eastern France with Mr Charles Millon, his French opposite number, Mr Rühe said a solution to the problems needed to be found by the end of this year.

He said that the two countries

would take stock of their co-operation on a number of equipment programmes - ranging from the Tiger attack helicopter to the Helios reconnaissance satellite - at the next regular Franco-German summit. This would take place in Germany on December 9.

Tensions over military co-operation between the two countries appeared to be heightened last month, first by the German defence ministry's suggestion that a number of joint weapons projects

would have to be reviewed in the light of smaller defence budgets in both countries, then by France's announcement of a reduction of its military personnel in Germany.

From Bonn's viewpoint, it is the Tiger that is thought to present the most difficulties. It wants an agreement on the manufacture of the NH90 transport helicopter to guarantee army mobility.

Yesterday's talks - described as "friendly" by the French defence ministry - began over lunch in a country inn near Belley, the small town east of Lyons of which Mr

Millon is mayor. Bosnia and NATO were also on the agenda. Mr Rühe said he was "sad" at the proposed French troop withdrawals and hoped the "intimacy" created by the presence of French soldiers in Germany would be preserved in the Franco-German brigade that is part of the Eurocorps. Paris has indicated it will leave only 3,000 French troops in Germany by the end of 1998, down from about 20,000 at present. The cuts stem from President Jacques Chirac's decision earlier this year

to end nearly a century of military conscription and to peg defence spending for 1997-2002 at an annual FF185bn (\$38.2bn).

Mr Millon said France would "move ahead on these decisions in a gradual manner so there will be no unmanageable repercussions in the field". He said Paris would carry out its military reform plans in close-co-operation with its neighbour. "Mr Rühe is disappointed by the departure of some regiments but he understands the reforms," he said.

Survey shows optimism on Emu

By Gillian Tett, Economics Correspondent

Growing confidence in European monetary union is demonstrated today by a survey that shows four-fifths of European Union economists now expect it to begin in 1999 as scheduled.

The report - collected by the UK group Consensus Economics early last week - found that over 80 per cent of EU economists still expect Emu to proceed and none of the 75 economists surveyed forecast that the project would be abandoned.

Back in January only 57 per cent of the same panel expected it to go ahead, while 32 per cent predicted it would be abandoned.

The survey is striking, given the recent turmoil in the financial markets. In the last two weeks the French franc has been weakened by rumours that France will face severe difficulties in meeting the budget deficit criterion for Emu.

The main reason for the increased optimism is a growing belief that Maastricht Emu criteria will be interpreted flexibly. The consensus forecast among the economists is that Germany and France will miss the condition that a budget deficit must be no more than 3 per cent of gross domestic product. Germany is also expected to miss the criterion that debt should be no more than 60 per cent of GDP.

The most likely candidates for membership were considered to be Germany, France and the Netherlands, closely followed by Belgium, Austria and Ireland.

Denmark, strikingly, was also considered a possible member, with 42 per cent of economists predicting Emu entry - even though the country has the right to "opt out". A similar proportion of economists thought that Finland would join. But only 13 per cent of economists predicted Swedish participation. Italy's chances of membership were deemed the second lowest in the EU, only marginally higher than Greece.

However, these overall numbers concealed some intriguing national splits. A quarter of Italian economists thought that Italy had a chance of membership, but no German and French economists agreed.

Meanwhile, about a tenth of German and French forecasters thought the UK might be a member, but no UK forecasters predicted this. Seventy per cent of French forecasters expect to see Danish membership, although only 23.5 per cent of UK forecasters agree.

UK economists remain the most downbeat about Emu, with only 7.1 per cent predicting that it will go ahead. Nevertheless, this is a sharp increase on the picture six months ago, when only 27.5 per cent were anticipating the project.

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Bitter legacy keeps Cyprus split

Anger grows at failure to reunify the island, Kerin Hope writes



Mr Costas Simitis, Greece's prime minister, urged restraint during a visit to Cyprus at the weekend, saying the island could only be reunited by "peaceful means through diplomatic efforts", writes Kerin Hope. Mr Simitis (pictured seated left) with Cypriot president Glafkos Clerides (right) visited the families of two Greek Cypriots killed in clashes last week with Turkish Cypriots. His trip followed one by Mrs Tansu Ciller, the Turkish foreign minister, to the Turkish Cypriot sector, where she accused Greek Cypriots of provoking the clashes.

The Greek premier backed the Cypriot president's position that Cyprus should be demilitarised as part of a settlement. However, Mr Simitis pledged military support for the Greek Cypriots if they were attacked.

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The family lives on a

Beijing condemns US law on sanctions

By Tony Walker in Beijing

China has sharply criticised the US over a new law which threatens sanctions against companies doing business with Iran and Libya, accusing it of dictatorial behaviour.

A signed article in *Outlook*, an authoritative weekly Communist party magazine, said Washington was engaging in "serial sanctions" in its threats to penalise foreign companies which invest more than \$40m in Iran or Libya.

The US says both countries sponsor international terrorism and have been involved in terrorist acts against American citizens.

The US, the article said in language reminiscent of the cold war period, was guilty of "hegemonic thinking". It was also "practising interventionism to make itself a dictator of international, political and economic affairs".

"Placing its own law above international law and practising extra-territoriality showed incisively the

US hegemonic ideology of overweening arrogance that those who submitted would prosper and those who resisted would perish," it added.

The commentator said the new law showed the "US ideology of power politics had shifted from politics to economy, and its means of sanctions from multilateral to unilateral sanctions".

The *Outlook* commentary goes further than strong criticism in Europe of the US "anti-terrorist

measures and reflects Chinese irritation with US pressures on a wide range of issues from human rights to arms proliferation.

The commentary also repeated Chinese criticism of Congress's Helms-Burton law which seeks to impose sanctions against "non-American" companies engaging in business with Cuba.

"As the only superpower after the end of the cold war, the US having the UN in its power stubbornly practised multilateral interventionism and succeeded in certain cases," the article said.

The article said, however, the US had never expected its "serial sanctions" would arouse "serial condemnations... and possibly serial counter-sanctions".

The measures, the commentary added, "violated" the UN principle of equality and sovereignty. They also posed a serious threat to the World Trade Organisation and risked aggravating regional tensions.

Business slows to trickle as gates of netherworld open

Ghost Month puts the wind up Taiwanese

By Laura Tyson in Taipei

Superstition is both boon and bane for business in Taiwan during Ghost Month, when sales of fake money and incense soar but car and house purchases plummet, new business ventures are postponed and few dare get married or travel.

To attract customers, department stores, bridal shops and hotels offer reduced rates and special offers. Restaurants also see less business.

Taipei's Grand Hyatt, the island's biggest hotel, said banquet business falls to about a third of normal levels, partly because of the sharp drop in weddings. Because many of the Hyatt's guests are foreigners, occupancy levels are stable but other five-star hotels in the capital report fewer guests, due to reduced tourism.

For certain industries, especially consumer-related, the effects of Ghost Month are particularly severe. Mr David Loeb of ING Baring Securities' Taipei office says that as a rule of thumb, passenger car sales fall to 60 per cent of average monthly levels during Ghost Month.

"The entire passenger car market suffers each year, so naturally we are also affected," a spokesman at BMW's Taiwan sales agent said.

Taiwanese try to placate the roaming spirits by burning paper money, holding Buddhist ceremonies and making offerings of food and drink on the first, 15th and final days of Ghost Month. But during this most inauspicious time, only the foolhardy tempt fate by doing more than is necessary.

"The ghosts don't try to kill you and take your body so they can continue to live or anything like that," said Ms Chen Chen-mei, who performed a money-burning ritual in front of her shop. "It's just a very unlucky period, so people feel it's safer to stay at home."

Some industries must calculate Ghost Month into their business plans. Besides cars, the construction industry slows to a crawl at this time of year. "Very few people will launch new projects or buy apartments during this time," Mr Loeb says.

A spokeswoman at Cathay Construction, a leading building concern, said work continues on projects already under way, but marketing of pre-sale units is suspended during the month.

"The ghost is just part of our customs. Many people, especially the older generation, say: 'Don't go to the beach, don't stay out late, don't do this, don't do that,'" explained Ms Huang Chu-li, a secretary. "I've never seen a ghost myself, so I can't say I believe in them but I can't say I don't believe in them either. Either way, I'm still afraid."

Young people are admonished not to go swimming, for fear a ghost may pull them under. Couples are told they will have ill fortune if they marry during Ghost Month. Hospitals report a rise in caesarean sections by expectant mothers on the eve of Ghost Month, and patients delay surgery until after the dreaded lunar "July" is finished.

Still, not everyone worries about fending off the homeless and hungry roaming spirits. "My grandmother is a Christian, so our family doesn't believe in all these superstitions," said Ms Li Wen-yi, a university student.

"We don't really pay any attention to Ghost Month."

Handshake hides a struggle in Jakarta

Troops guard roads as Megawati meets Suharto, writes Manuela Saragosa



Megawati Sukarnoputri fanning herself at Saturday's Independence Day celebrations

The polite handshake did not hint at the struggle of the past month. Ms Megawati Sukarnoputri was courteous and President Suharto a gracious host when they greeted each other at Independence Day celebrations at Jakarta's neo-classical Istana Merdeka palace at the weekend.

It was their first meeting since Ms Megawati was ousted more than a month ago as leader of the opposition Indonesian Democratic party (PDI) by a government-backed candidate, provoking the worst riots in Jakarta in 20 years.

This was no normal meeting and evidence that all was not normal was apparent outside the palace walls. Troops guarded roads leading to the palace and Pramuka Square, venue for alternative, pro-democracy celebrations last year, was sealed off and guarded.

On Friday, President Suharto had delivered a state of the nation address in which he had pointedly refused to make reference to Ms Megawati, though he pinned blame for the riots squarely on communists.

The presidential address is conventionally "long on economic development and

short on politics," but Friday's offering was an exception.

No change was needed in the country's political structure, the president said. He talked of the riots unsettling the hard-won "consensus" and that, in any case, the perpetrators did not enjoy

broad support; he warned Indonesians of a communist threat, and referred to his government's continuing efforts to suppress such agitation.

Thirty years ago, President Suharto put down an alleged communist coup and an estimated 500,000 were

killed by government forces. For President Suharto, communists were the bogeymen then; they remain so today. Diplomatic and analysts say his obsession with "communists" is a sign he may be out of touch with the population.

The president's legitimacy partly rests on his suppression of the "communist spectre", since when his country has enjoyed stability and economic growth averaging 6 per cent.

To Ms Megawati and her supporters, references to "communists" are irrelevant and disguise deeper causes of political unrest.

"There are a lot of problems which can't be solved properly [by this government]; this results in the emergence of social gaps which are vast, and problems of land rights and unemployment," she says.

The "communist threat" also seems a tactic to deflect attention from Ms Megawati. To the government, she represents a threat as the PDI leader because her party's calls for democratic reform and her popularity (she is the daughter of Indonesia's

founding President Sukarno, who was ousted by Mr Suharto in 1965) risked robbing the president's Golkar party of votes at next year's general elections.

"She doesn't have to do anything. The more the government persecutes her and her supporters the more they boost her popularity," a Jakarta political analyst says.

Yet her popularity is impossible to measure. Most agree, however, that her support is rooted in the continuing appeal of her father. "My father is still widely respected in this country, but I also have my own role. I have my own say, without which my last name would be meaningless."

She remains reserved about her intentions. "Victory or defeat is not something I care about. It's the struggle that I care about. Of course, it is the people who will judge how true the [government's] claim is that this country is founded on the rule of law and how far the law is being upheld."

This, however, vague, amounts to a political agenda, say analysts. "No

one really knows what Megawati is thinking," says Ms Dewi Fortuna Anwar, political scientist at the Indonesian Institute of Sciences.

Nevertheless, "it would be politically costly for Suharto to arrest Megawati."

However, the riots have given the government a pretext to crack down on activists ahead of next year's parliamentary elections.

At the same time, the government has avoided pointing a finger at Ms Megawati and instead blamed the riots on Budiman Sujatmiko, leader of the People's Democratic Party (PRD), a group which calls for democratic reform and has publicly supported Ms Megawati.

Ms Megawati's future is in effect, on hold. She is a member of parliament, though no longer with a role in the neutralised PDI. Having been marginalised, her rehabilitation in the political mainstream will be tough.

She gives no clues about her intentions. "I'm in a difficult situation," she says. Just as she was when greeting her adversary at his presidential palace.

Editorial comment, Page 15

Doubts raised over Vietnam banks' lending

By Jeremy Grant in Hanoi

A confidential report by Vietnam's central bank has exposed the precarious financial health of the 54 joint stock banks that have sprung up in the past five years of the country's tentative banking reforms.

Foreign bankers and economists, who regard the joint stock banks as spearheading the country's move away from the inefficiencies of

socialist-style banking, are likely to be shaken by the revelations of their fragility. The report lists a series of chronic ills, slumping slack credit controls, swelling portfolios of "overdue loans" and "a failure in lending in lending".

It found that most of the top-ranked, joint stock banks, which control about 7 per cent of the lending market, are managed with 15 per cent day-to-day losses.

and 75 per cent by the dominant four state-owned banks, are saddled with "an alarming level" of unrecovered loans. Many lend amounts to single customers in excess of a statutory limit of 10 per cent of shareholders' funds, the report says.

Vietnam's joint stock banks are owned by shareholders: usually a mix of state-owned enterprises, state banks, prominent state sector businessmen and

occasionally private investors. Maritime Bank, one of the biggest joint stock banks, includes in its list of shareholders a Hong Kong based investment fund.

This ownership structure has helped them become more responsive to market forces and reduced the banking sector's dependency on the kind of politically inspired lending that continues to keep much of Vietnam's state sector afloat.

In the report, investigators put "outstanding overdue loans" at another large joint stock bank, Eximbank, at 31.7 per cent of its loan book. The average for all joint stock banks was 13 per cent of all loans.

"For banks that have high

overdue debt ratios and low credit quality, the State Bank shall take measures to restrict their operations until they have rectified their operations," it said.

The weaknesses exposed by the report may make for depressing reading for joint stock bank managers, but they also raise questions about the financial health of the four state-owned banks, where it is impossible to pin down how much of their loans would be classified as bad, under international accounting standards. Vietnamese banks have yet to recognise the concept of a non-performing loan.

Thai telecom deal underlines shady business-politics links

Ted Bardacke reports on the problems of the Banharn government as claims of corruption dominate political life



Chavalit (left) and Thaksin: clashed over satellite

It was the kind of deal that would normally make headlines. The state-owned Telephone Organisation of Thailand (TOT) and TelecomAsia, a subsidiary of the country's largest industrial conglomerate, the CP Group, last Thursday signed an agreement broadening the private company's concession in fixed phone lines to include the Personal Handphones System, a low-cost mobile phone system that has swept Japan.

But the hastily arranged signing ceremony, uncharacteristically sedate for the two powerful organisations, barely caused a ripple.

Thailand was instead focused on the fate of the crumbling government coalition of Prime Minister Banharn Silpa-archa and his defiant national address later that evening, when he vowed to continue in office in spite of holding only a slim majority in parliament after Wednesday's withdrawal of the Palang Dharma party (PDP).

In fact, with Thailand's political radar so finely tuned, the venture should have come under more scrutiny. It is just one of many business deals driving wedges in the government coalition, with party leaders seen to be moving to protect their own financial interests or to further the fortunes of powerful business groups with whom they are allied.

In addition to the new TelecomAsia concession, other politically controversial deals include the plan for a stock market listing for state-controlled oil refiner Thai Oil and the bribery charges surrounding new domestic banking licences, allegations which sparked PDP's pullout.

The TelecomAsia deal was rushed - final terms were still being negotiated when

the TOT board approved a plan different from the one approved by the Thai cabinet - on orders of Deputy Prime Minister Gen Chavalit Yongchayudh, according to TOT officials.

It was certainly politically motivated," says Mr Paul Ngo, telecommunications analyst with ING Barings Securities. "Chavalit wanted to give TelecomAsia some insurance just in case this government collapsed."

Gen Chavalit, who is also defence minister and leader of the New Aspiration party, the coalition's second largest, makes no secret of his desire to become prime minister if a new election is called.

To do so he needs money, not just for the traditional vote-buying that accompanied a Thai political campaign but to buy MPs with safe seats for his party in a bid to become the largest in parliament.

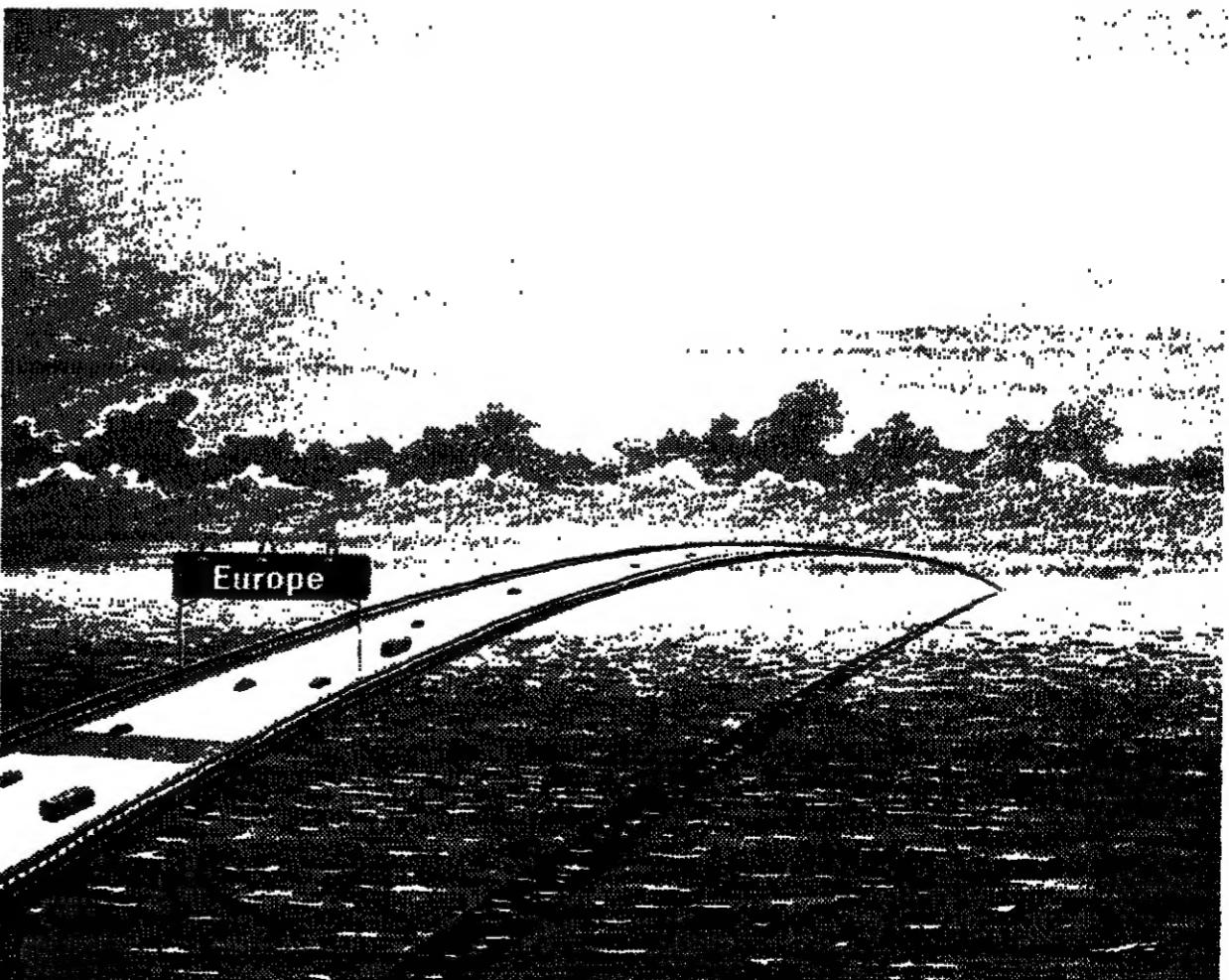
Whether TelecomAsia will oblige will never be known. Unforeseen and arcane campaign financing laws ensure that. And Gen Chavalit denies being on anybody's

payroll, but admits "as a politician I'm supposed to serve businessmen".

The problem, as far as coalition politics is concerned, is that the TelecomAsia deal is a challenge to Thailand's existing mobile phone operators, including Advanced Info Service, owned by PDP leader Mr Thaksin Shinawatra. Mr Thaksin, who earlier this year clashed with Gen Chavalit over the latter's plan to launch a \$1bn military satellite that would compete with the former's satellite communication business, also will need to harness resources for a new election.

The close intersection between politics and business in Thailand "is not new but it's more apparent now because business is more transparent. A decade ago politicians weren't involved in companies listed on the stock market," says Mr Korn Chatikavanij, president of Jardine Fleming Thanakom Securities. "Also the sums involved now are mind-boggling."

In the bank licence case,



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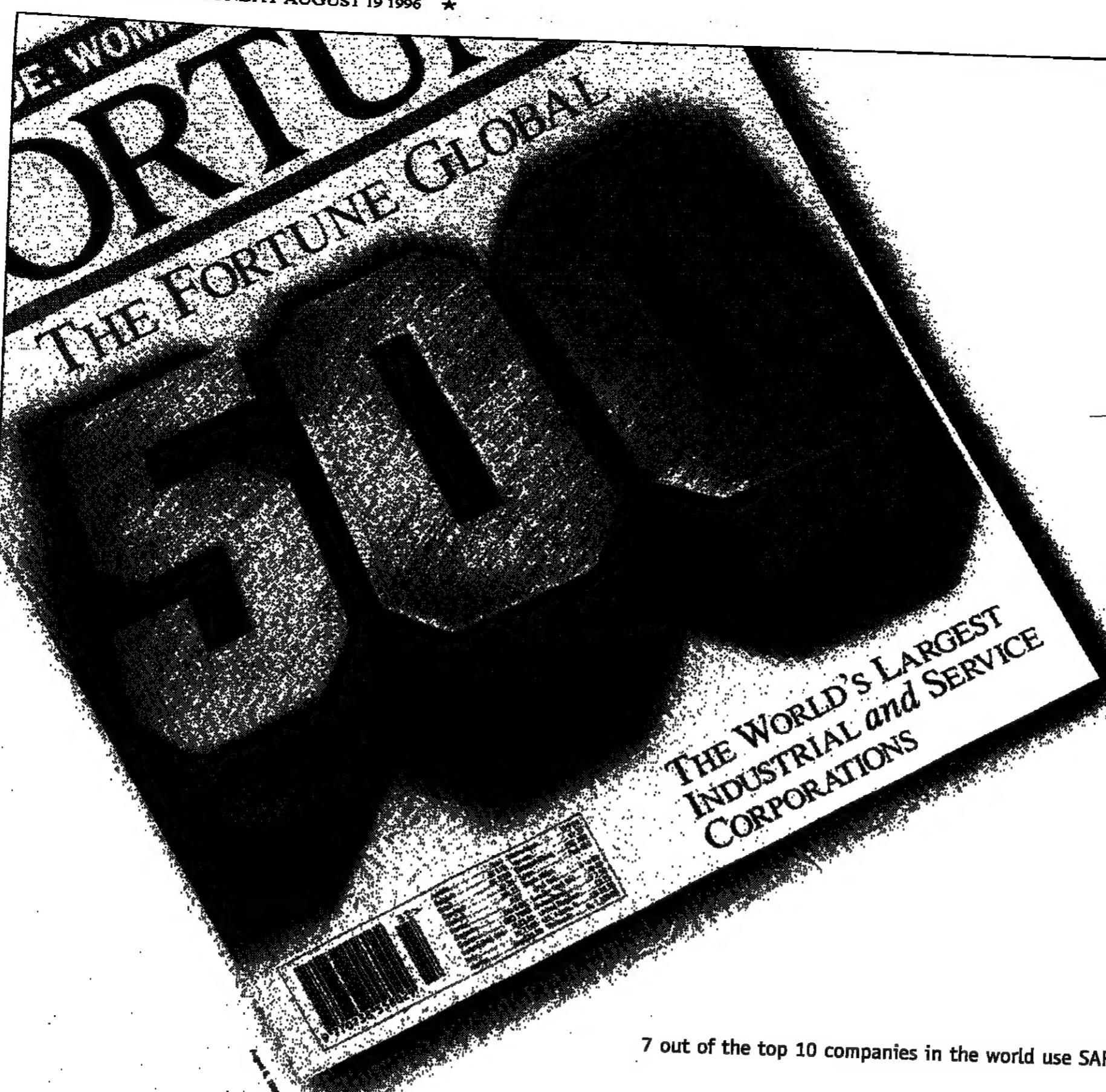
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Germany (0180) 5 34 34 24 Greece 9 24 02 42 Hungary 00 43 (1) 2 88 22 251 Italy (039) 68 79 1 Netherlands (06) 0 22 50 52 Norway (67) 53 15 70 Poland (022) 60 60 606
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NEWS: UK

Union leaders say labour unrest will rise

By Robert Taylor,
Employment Editor

Britain can expect an upsurge of labour unrest over the winter, but it will fall short of all-out strikes, say the majority of trade union leaders questioned in a survey published today.

The industrial relations survey, by the employment law firm Dibb Lupton Broomhead, says 68 per cent of trade union leaders foresee an increase in industrial action over the next year.

but only 15 per cent expect their members to strike.

While 15.5 per cent predict action other than a strike, such as overtime bans and work-to-rules, 22.5 per cent believe there will be an increase in the use of dispute ballots or the threat of calling them.

The survey reveals that 61 per cent of public-sector employers and 32 per cent of private-sector employers whose workers belong to trade unions also expect labour unrest over the next

year – the largest proportion recorded since the survey began in 1982.

Over the past 12 months,

39 per cent of unionised companies experienced some form of industrial unrest, but only 6.5 per cent actually suffered a strike, down by a third on the 1985 figures.

The survey is based on responses from 130 of the UK's largest private-sector companies, 50 employers in the public sector and 50 trade unions.

Employers appear to be

willing to take tough action to combat any conflict. The survey says 88.5 per cent of them are ready to consider legal proceedings if unlawful industrial action is taken against them, 45.5 per cent saying they would consider dismissing all their employees who went on strike and 31.5 per cent saying they would consider dismissing only the "troublemakers".

On the other hand, the survey also says that 22 per cent of non-unionised companies do not believe recognising a trade union for bargaining purposes would cause "great problems"; 55 per cent say it would create "minor problems"; and 36 per cent anticipate such a change would have little or no effect on their organisation.

Just 5 per cent of unionised employers in the survey believe that giving the same employment rights to part-time as full-time workers would lead to a fall in part-time jobs.

Dibb Lupton Broomhead, 125 London Wall, London EC2Y 5AE, 241.

Doctor's surgery to open at station

By Chris Brown-Humes

Railtrack will today open the first doctor's surgery at a mainline rail station, marking the first stage of ambitious plans to expand retail and leisure services at many of the country's big rail terminals.

The company, owner of Britain's rail network infrastructure, hopes facilities such as health clubs, bowling alleys, multi-screen cinemas, virtual reality centres, libraries, business centres and crèches – as well as doctors' and dentists' surgeries – will eventually be offered to customers. The aim is to attract passengers and people living and working near stations, even if they do not travel by train.

The doctor's surgery at Victoria station in London will be run by Medicentre, part of Sinclair Montrose Healthcare, the personnel group recently floated on the alternative investment market. The walk-in service will operate six days a week, with normal GP functions, screenings and vaccinations. The cost would be £22 per consultation.

Ms Carol Davies, Medicentre's operations manager, said the aim was to expand the service first to other mainline London stations – including Waterloo and Liverpool Street – but eventually to airports and shopping malls. The scheme is based on a US concept. Railtrack operates 14 mainline stations – including eight in London – and leases 2,500 stations around the country. It believes many of them are significantly under-exploited and points out that up to 200,000 passengers a day pass through its biggest stations.

The company said yesterday that the monolithic structure of British Rail, owner of the rail network before privatisation this year, prevented the potential of the stations being realised. A model for the future is Liverpool Street station in London. Following a big development programme in the early 1990s, it boasts a range of niche shops, Japanese and Italian restaurants, a healthclub, pub and travel centre. It is busier at lunchtimes than at rush hour, says Railtrack, but there is potential to develop it further.

"We see this as a step change in the way things are done at the railways," Railtrack said. "Instead of being places people pass through, we want stations to be places people go to."

Forsyth shows plausible alternative

Scotland's 'brilliant propagandist' on the attack

Mr Michael Forsyth, the 41-year-old Conservative who has been secretary of state for Scotland for just over a year, has turned into a much more formidable figure than his political opponents anticipated.

The power of the governing Conservative party in Scotland has been dwindling for many years, and the opposition Labour party has gained wide support for its policy of devolution which would involve creating a separate assembly for Scotland.

Few people in Scotland noticed how since then he had rebuilt his reputation at the Department of Employment and the Home Office in London, and established himself as loyal to Mr John Major, albeit on the Eurosceptic right of the party. So many Scots were taken aback by the new Mr Forsyth who was friendly, amusing and charming.

After an initial period assiduously receiving representatives of organisations such as the Scottish trades unions whose views differed strongly from his own, his political agenda emerged. He has tried to appeal to Scotland's depleted Conservative voters by calling for more rigorous standards in education, tougher sentences for criminals and less waste by Labour controlled councils.

Mr Forsyth is the son of a garage owner from Montrose in eastern Scotland who became a radical right-winger at St Andrews' University. In a year of frantic energy as secretary of state he has produced countless official initiatives while

relentlessly attacking Labour, putting Mr George Robertson, the shadow Scottish secretary, on the defensive.

Mr Forsyth returned to Scotland last year with a reputation for insensitivity and abrasiveness, acquired while education and health minister at the Scottish Office under Mrs Margaret Thatcher.

Few people in Scotland noticed how since then he had rebuilt his reputation at the Department of Employment and the Home Office in London, and established himself as loyal to Mr John Major, albeit on the Eurosceptic right of the party. So many Scots were taken aback by the new Mr Forsyth who was friendly, amusing and charming.

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of UK public expenditure.

These are not new themes for the Scottish Conservatives. But Mr Forsyth presents them more aggressively and has been able to display a more plausible alternative to devolution than his predecessors could. Under him the Scottish grand committee of all 72 Westminster MPs who represent Scottish districts has been given more power, meets in towns all over Scotland and has been addressed by the prime minister. The sessions have mostly been rowdy, but Mr Forsyth has gained an extra platform.

It could be argued that his

attacks on the tarran tax

have been too successful, pushing Mr Blair into the referendum policy which could defuse the issue before the general election.

But so far the referendum

policy has unsettled Labour

in Scotland, reminding the party that it is led from London and raising doubts about how popular with ordinary people the idea of a tax-raising parliament really is. Mr Forsyth can only profit from this disarray.

Yet it took a long time

before Mr Forsyth's permanent campaigning began to improve the Tories' standing in the Scottish opinion polls. For months it stayed close to the Tories' all-time low of 11 per cent, compared with the 26 per cent they won in the 1992 election. Recently, support reached 15 per cent.

Mr Forsyth must hope the

Conservatives have a residual level of support that is reluctant to declare itself but equates to the 20 per cent of the electorate against home rule.

A Conservative revival is vital if Mr Forsyth is to hold his seat at Stirling where

his majority is only 903.

If Mr Forsyth manages to hold his seat and help the Scottish Tories preserve most of the 11 seats they won in 1992, his career could advance further.

James Buxton

THE WEEK AHEAD

DIVIDEND & INTEREST PAYMENTS

TODAY

Citicorp \$0.45
Daido Steel 4.8% Nts. 1997
Y480,000
Elsoptronics FRN. 2003
\$25.14

WEDNESDAY

AUGUST 21
British Funds 1014%
Exchequer 1997 £5.25
Foreign & Colonial High
Income Tst. 0.6p
Fyffes IR0.5196p
Kleinwort Charter Inv. Tst.
1.75p
Merrill Lynch \$0.30

THURSDAY AUGUST 22

Abbey National/Treasury
Services 6.375% Nts. 1996
\$63.75
British Steel A.D.R. \$1.3449
BT Finance 614% Gtd. Nts.
1997 \$65

TOMORROW

AVCO Tst.Gtd. FRN. 1998
£157.10
BAA A.D.R. \$0.1375
Bank of Ireland Series A £1.
49.4527p

FRIDAY

August 23
Abstrakt Preferred Income
Invs. Tst. 4.25p
Allied Colloids Grp. 2.26p
Bandit 0.8p
BPB Inds. 6.35p
Bristol & West Bldg. Soc.
FRN. 1998 £1.584.75

SATURDAY

AUGUST 24
Burton Grp. 8% Unsec. Ln.
1998/2001 £4

SUNDAY

AUGUST 25
British Funds 814% Treasury

2017 £4.375

European Invs. Bank 814%

Bds. 2017 8.75p

Ireland (Republic of) Var.
Rate Treasury IRE1.29

Undated FRN. \$140.61

Inspirations 0.78p

Jersey Electricity Co. 16p

Jones & Shipman 1p

Lloyds Eurofinnec FRN.

1998 £77.70

London Int'l. Grp. 1.5p

London Merchant Securities

3.8p

Merchants Tst. 3.25p

Morgan Stanley Equity

11.740625p

Nationwide Bldg. Soc.

4.25% 2024 £3.0041

New London Capital 2p

Royal Bank of Canada (The)

CS0.34

TGI 2.2p

WAHI Kwong Shipping

Hongs HK\$0.429

Westpac Banking Corp. Sub.

FRN. 1987 \$278.06

THE WEEK AHEAD

UK COMPANIES

TODAY

COMPANY MEETINGS:
Dewi Scherstone, Telemeter
Building, Park Road, Barrow
in Furness, Cumbria, 11.30

WEDNESDAY

AUGUST 21
Excalibur, 3, Colmore
Circus, Birmingham, 10.00

THURSDAY AUGUST 22

Tinsley Robor, 50, Victoria
Embankment, E.C., 10.30

FRIDAY

AUGUST 23
Board Meetings:
Dunedin Income Growth
EW Fact
Marley

SATURDAY

AUGUST 24
Merssey Docks & Harbour
Richardsons Waestgate
TR High Income Tst.

SUNDAY

AUGUST 25
Company Meetings:
Celsis Int, New Broad
Street House, 35, New
Broad Street, E.C., 10.00

MONDAY

Nell Clark, 6, Park Circus
Place, Glasgow, 12.00

TUESDAY

TEX Holdings
Lawrence

WEDNESDAY

Mallett

THURSDAY

August 28
Company meetings are
annual general meetings
unless otherwise stated.

Please note: Reports and

accounts are not normally

available until approximately

six weeks after the board

meeting to approve the preliminary results.

By Leyla Boultton,
Environment Correspondent

The government this week publishes a national air quality strategy with the ambitious goal of eradicating all danger to human health from air pollution by 2005.

However it is likely to attract fierce criticism from environmental groups for not doing enough to curb traffic in cities which is the most important source of urban air pollution.

In contrast, air pollution from industrial sources is already on its way to significant reductions as a result of tighter controls already imposed on it.

The strategy says that every year air pollution causes several thousand deaths and as many as 20,000 hospital admissions. The threats to health include particulate dust emitted by diesel vehicles, and summertime smog, caused by a reac-

tion of nitrous oxides with sunshine.

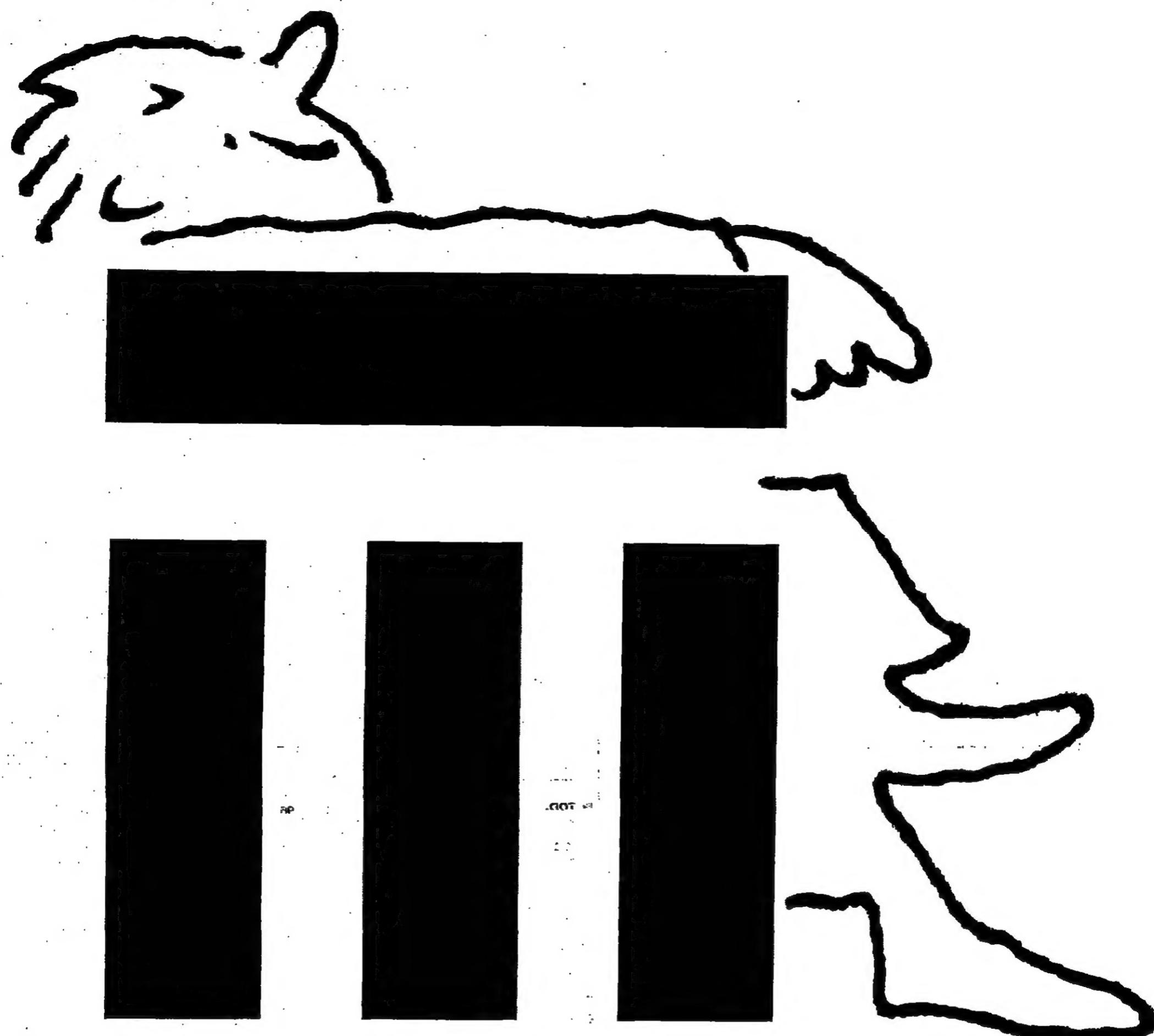
The strategy, which sets targets for curbing eight main pollutants over the next 10 years, relies partly on the European Union adopting new car emission and fuel quality standards proposed by the European Commission earlier this year.

Targets for four of the most serious pollutants – nitrogen dioxide, ozone, particles and sulphur dioxide – will be reviewed in 1999 in the light of progress made in adopting European legislation. UK officials say that European-wide standards have the added benefit of avoiding harsher domestic targets that would be necessary to compensate for pollution that crosses national boundaries.

But the strategy is somewhat less ambitious when it comes to measures for curbing traffic – which the gov-

ernment says are necessary to complement the effect of air pollution standards.

So who insures the insurers?



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THIS WEEK

The ancient Romans used to consult the auguries by examining the entrails of birds. Today, trends can be discerned by looking at Romans' rubbish.

It took just a quick check of the rubbish collected in Rome early this month to alert the authorities to something new. More and more people are staying at home during the traditional August holiday period.

During the first four days of the month, 400 more tons of rubbish were collected than in the same period last year, an increase of almost 5 per cent. The trend has apparently continued, and supports anecdotal evidence of more people staying at home during August.

The change probably started at the end of the 1980s. But the big difference this year is that there are services available for those who remain (or arrive, in the case of tourists). More shops, restaurants, bars and cinemas are staying open for most if not all the month. Not so long ago, you

had to cruise around in mid-August to locate a news-stand that was not closed, an open bar or tobacconist, let alone a pharmacy, taxi or public lavatory.

As for Ferragosto, the annual mid-summer holiday on August 15, it was a complete shutdown. Rome turned into a ghost city for several days. Even on Ferragosto, more than enough facilities were operating this year to avoid the feeling of an alien environment. Rome excelled itself by recognising it had a responsibility to satisfy the thousands of tourists who were spending good money to see its magnificent monuments and museums. On Ferragosto, none of the main sites was shut, thanks in part to 160 volunteer *carabinieri* being drafted in to help.

Ask Romans why they stay at home when city life is hot and humid and the main reason they

DATELINE

Rome:

The volume of the Italian capital's garbage during August indicates an interesting social change, writes

Robert Graham

give is economic. "I can't afford to go away, so I keep the shop open in the hope of doing a bit of business," says the owner of my local food shop, who used to close in August so as to spend 10 days at the sea. "Come to think of it, I can't afford to close because I

need the business."

A report released last week by the traders' association, Fipe-Confcommercio, showed that at least 1.6m Italians stay at home throughout the year for economic reasons. Of these, the bulk live in the *mezzogiorno*, where family incomes are often little more than half those in the north.

The report also showed that whereas managers and professionals took for granted a holiday away from home, only one in four workers believed they would get a proper vacation. Incomes have fallen in real terms since 1992: average family expenditure on holidays during this period has slipped from £4.8m (£21,000) to £4.7m. (The average tourist is reckoned to spend £1.5m, nearly two-thirds of which goes on hotels, restaurants, bars and fast food).

Many families, not just of modest means, are feeling the need to economise even though the Italian wages system still offers an extra payment in July/August intended to help towards the "summer holiday". Small shopkeepers, who have survived longer in Italian cities than in other industrialised countries, do not have this cushion, and are doubly squeezed. Their traditional clients are spending less and deserting to supermarkets and hard-discount centres.

Patterns of Italian holidaying are also changing, catching up with northern Europe. The long break giving way to more short holidays. Almost 55 per cent of "summer holidays" are still taken during August, but there is more phasing to accommodate continuous factory production or business operations. Even the government bureaucracy is starting to realise it should be

properly manned year-round.

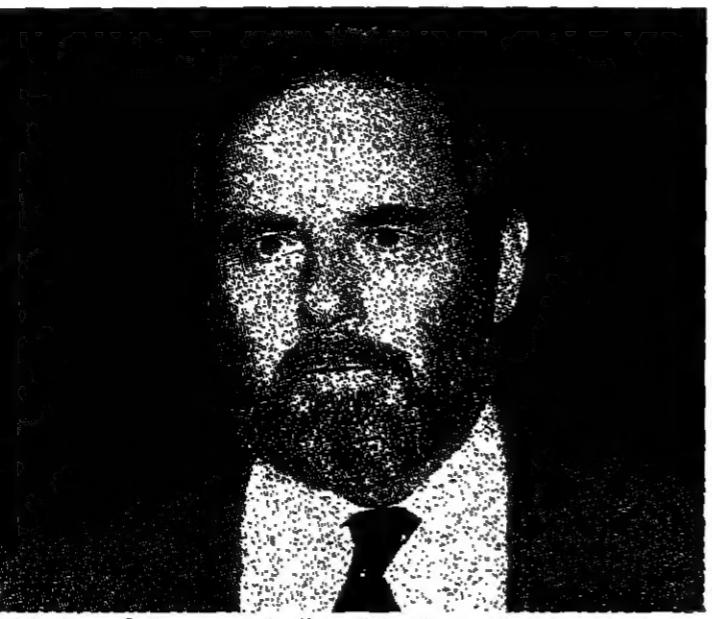
Meanwhile, cost, influenced by a weak lira, is hitting foreign travel. The 1990s boom in foreign trips has ended. Now, Italians spend four times as much on domestic holidays as on trips abroad. Anyway, Italians are well aware that for food, culture, comfort and climate, their own country is hard to beat. Most vacationers are remarkably loyal to the places they know and like. Often these places are not very far from where they live and work, and where second homes have been established.

The movement of Italians within their own country is almost trivial. Those in the north, from immigrant families, invariably return to their roots, their *piazze*, in Calabria, Puglia and Sicily. The well-to-do Torinese still prefer the Ligurian riviera. The Milanese are more adventurous.

Incentive plans to expand Gambio

The Monday Profile: Nicky Oppenheimer, CSO

Quiet heir apparent to a mining empire



Nicky Oppenheimer: no intention of starting a price war

Someone who first met Nicky Oppenheimer when they joined the same prep school - Ludgrove, in the UK - at the age of eight says that even then Oppenheimer knew that one day he would be chairman of South Africa's sprawling Anglo American-De Beers group. Even then, the Oppenheimer family were the Rockefellers, Morgans and Gettys of South Africa rolled into one. Yet given Oppenheimer's personality, it is likely he would have preferred a different - quieter - career.

There was no sign last week that Oppenheimer was relishing his role as chairman of De Beers' Central Selling Organisation, the London-based operation through which it organises the world's most durable and successful producers' cartel: for rough (uncut) diamonds.

The CSO faces problems on several fronts. It still hasn't managed to hammer out a new contract with Russia even though an outline deal was agreed last February. Strains within the cartel resulted in the Argyle mine in Western Australia - in volume terms the biggest rough diamond producer - pulling out in June. That led to a crisis of confidence in the Indian diamond cutting industry, which uses most of the very small, very cheap diamonds of the type mainly produced by Argyle.

All this is rather overshadowing the good news - that the CSO's rough diamond sales in the first half of 1996 were at record levels and demand for diamond jewellery in most of the important markets remains strong. That helped De Beers announce an 18 per cent increase in attributable earnings, to \$422m (2308m), and it was confident enough to lift its interim dividend by 5.5 per cent to 27 cents.

Oppenheimer obviously feels aggrieved by Argyle's departure, saying that the mine accounted

for only 6 per cent of CSO sales in value terms. But analysts suggest that there are long-term implications. Wobbles in one part of the diamond market usually spread through the rest of the business.

The other partner in Argyle is RTZ-CRA, the world's biggest mining company, which has a big diamond discovery in Canada's Northwest Territories. BHP, Australia's biggest company, is also getting ready to mine diamonds there. If Argyle does well, it may be beyond the year 2000.

To those who inquire whether Oppenheimer will be up to the task of heading the Anglo empire, Anglo insiders point out that similar doubts were expressed about his father, Harry, when Sir Ernest, founder of the group in 1917, died in 1967.

Leisure Boyd, an Anglo director, says: "Nicky will do as his father did: take his place and then make sure he has a team of highly effective, professional managers around him to run the business."

Kenneth Gooding

The Financial Times plans to publish a Survey on

Reinsurance

on Monday, September 9.

This survey will report on the most significant issues facing the industry, particularly the effect of downward pressure on rates and the knock-on effect this is having on underwriters. It will also provide readers with a regional view of the market, covering Lloyd's of London, Continental Europe, the USA, the developing markets and a report on the rapid growth of Bermuda as a host to some of the industry's major participants.

For further information please contact

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Fax 0171 873 4296

FT Surveys

Robert Chote · Economics Notebook

A weapon which carries risks

Changes in interest rates are not consistent in their economic effects



the point at which people expect a progressive loosening of policy, long-term rates may fall.

In line with most other studies, Raley and Sellon found that, on average, a one point change in the fed funds rate produces only about a 0.1 point change in the long-term bond yield by the day after the policy move. But markets often anticipate changes in short-term interest rates before they happen. Taking pre-emptive moves in the long-term bond yield into account raises the impact to 0.4 points, much higher than other studies.

Raley and Sellon argue that the effectiveness of interest rates as a weapon to influence the economy will therefore vary over the ups and downs of the cycle, depending on whether the direct impact of changes in short-term rates is augmented or offset by movements in long-term rates.

Take the current debate on monetary policy in the UK, for example. Analysts suspect that Kenneth Clarke, the chancellor, would like to cut short-term rates one more time. But the Bank of England has warned that if he does so this will further imperil his inflation target and bring forward the date at which rates have to rise again.

If investors believe the Bank, then the economic impact of another cut in base rates might be muted. Long-term rates would rise, perhaps in turn raising the cost of fixed-rate mortgages.

Having said this, the Bank opposed the last rate cut in June on just these grounds, but the markets did not accept its argument and long-term rates fell.

Assessing the likely economic impact of interest rate changes is further complicated by the fact that bond market participants are quite bad at spotting turning points in rates.

As Stuart Parkinson at Deutsche Morgan Grenfell points out: "Short-term interest rates tend to rise or fall further, and remain there for longer, than analysts believe." In the US, for example, many analysts thought short-term rates had troughed at 4 per cent in early 1991, only for fed funds to descend to 3 per cent and remain there for a year.

Parkinson argues that this inability to spot turning points may be explained by the fact that borrowers become more resilient to rises in interest rates as economic upswings mature. That is because banks become more profitable and more willing to lend to risky borrowers, while higher business confidence in turn encourages ever-riskier borrowers to demand credit.

Credit growth is slowing now in the US, with defaults rising. But there are good reasons to believe it will continue to lend the economy momentum: some 50m credit card offers have been extended in the last two years and credit cards are even being developed which alarmingly allow people to borrow against their retirement savings.

Advocates of higher US rates have so far concentrated on the threat of wage inflation, but credit-driven consumer demand may yet pose the bigger challenge to interest rate setting.

"Monetary Policy and the Behaviour of Interest Rates," S. Gerlach, BIS Paper 54, 1996.
"Monetary Policy Actions and Long-Term Interest Rates," V. Raley & G. Sellon, Federal Reserve Bank of Kansas City Economic Review, Q4 1995.

LEGAL DEFINITIONS

concert parties n. 1. a meeting which typically involves a large number of musicians 2. a group of persons acting in concert to acquire a company's shares. See ROWE & MAW: asap (ph 0171-248 4282)

Rowe & Maw
LAWYERS FOR BUSINESS

FINANCIAL TIMES COMPANIES & MARKETS

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Monday August 19 1996

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Incentive plans to expand Gambio

By Hugh Corneary
In Stockholm

Incentive, one of the Swedish Wallenberg empire's key industrial companies, is gearing up for acquisitions in medical technology after largely completing a radical strategic overhaul that has made the sector its main business.

"We are clearly moving into a new phase," said Mr Mikael Lilius, chief executive. "Now we can start to build rather than to restructure."

Speaking after reporting a slip in group pre-tax profits in the first half from SKr2.2bn to SKr2.1bn (\$300m), Mr Lilius said the results were no deterrent to Incentive's ambitions.

The focus in the drive for growth is Gambio, a leading supplier of renal care equipment and services. Incentive completed a full takeover of Gambio this year and has since shed several other operations, leaving Gambio by far its largest business.

Mr Lilius said the recent divestments had given Incentive the financial strength to go on the offensive, and he made clear Gambio would be the vehicle for acquisitions.

Gambio would also seek to expand outside the renal care sector. Mr Lilius cited its cardio-vascular equipment unit.

The re-modelling of Incentive by Mr Lilius reflects a move by the Wallenberg family to shift its balance towards growth industries and away from traditional cyclical stalwarts in engineering and pulp and paper.

Incentive followed its full takeover of Gambio by selling Hasselblad, the camera maker, Garphytan, an engineering group, and AKA, a trading company. Last month it also sold Skandnavia Elverik (SEV), a power supply group, for SKr1.2bn.

The SEV sale enabled Incentive to reduce its net debt to SKr1.5bn from SKr1.6bn at the end of June. The group's equity-to-assets ratio meanwhile rose from 51 per cent to 57 per cent. "We have returned to the financial strength we had before. This allows us definitely to focus on growth," Mr Lilius said.

The Häggbloms military vehicles group is also likely to be sold. Apart from Gambio, Incentive also has operations in environment control and materials handling equipment, and holds big stakes in ABB, the Swiss/Swedish engineering group, and Electrolux, the household appliances group.

On Friday, Incentive reported a drop in first-half profits from its core operations - before adding contributions from ABB and Electrolux - from SKr1.36bn to SKr1.12bn. The fall would have been greater but for one-off earnings of SKr670m, against SKr274m.

Gambio sales rose from SKr5.14bn to SKr5.38bn. But its operating profits fell from SKr776m to SKr709m.

By Simon London
Property Correspondent

Hines, the Texas-based company which is one of the world's largest property developers, has acquired seven shopping centres - including continental Europe's largest covered mall - from Macif, the French insurer.

The US company is paying about FF1.5bn (\$296.7m) for a 50 per cent stake in the centres in France, Spain and

Italy. It also has an option to take full control.

The deal underlines the growing interest of international property investors in the French and Spanish markets, which many believe are poised for a recovery after several years of falling rents and property values.

Rodamco, the Dutch property group, last month announced an agreed £200m (\$348m) offer for CECEP, a French property company.

Three US investment

banks - Goldman Sachs, Lehman Brothers and Morgan Stanley - are currently competing to acquire FF1.5bn property and loans portfolio from Suez, the French financial and industrial holding company.

Several French financial institutions, including UAP, the insurer, have already sold smaller property loans portfolios. More are expected to follow suit as they seek to reduce their exposure to the property market.

The Macif deal is Hines' largest acquisition in Europe since it entered the market in 1981.

"We hope these assets will form the nucleus of a much larger pan-European retail property business," said Mr Randolph Dumas, joint managing director of Hines' European activities.

Other bidders included Hieron, the private UK property group controlled by US investors, and Whitehall Fund, a real estate fund

managed by Goldman Sachs. Three of the seven Macif centres are under construction, including the 2m sq ft Grand Littoral centre in Marseilles, which will be the largest of its kind in Europe.

In a separate transaction, Hines recently acquired an 80-acre development site in Barcelona, known as Diagonal Mar, where it plans to build an equally large shopping centre alongside a residential development.

Planning restrictions

mean few shopping centres are likely to be built in France or Spain in the next few years. This has given rarity value to developments such as Diagonal Mar and Grand Littoral which already have permission.

The privately owned Hines has assets of about \$7bn. Its European interests include developments in Berlin and Frankfurt and a proposed 700,000 sq ft office tower in La Défense, the office district outside Paris.

INSIDE

Sandvik

Sandvik, one of Europe's top engineering companies, joined the ranks of Swedish export companies hit by weak market demand and a strengthening krona when it reported a 15 per cent drop in profits in the first half of the year. The toolmaking specialist said profits after financial items dipped from SKr2.55bn (\$393m) in the same period last year to

SKr2.09bn (\$31.2m). Page 18

Normandy

The long-planned merger of Normandy, the Australian mining group, with PostGold, its 51 per cent-owned goldmining arm, and Gold Mines of Kalgoorlie has won overwhelming backing from shareholders at a series of meetings in Adelaide. The share swap deal will be put to the South Australian courts this week for approval. Page 18

Lucas Industries

Sizeable disposals are expected from the electrical and electronics business of the UK's Lucas Industries once the merger with Vartis Corporation of the US is completed next month. Page 18

Fund Management

Europe should be tempting territory for US mutual fund managers seeking sources of fresh growth. But it has proved to be a slog for pioneers that have tried to rival continental European banks in selling managed funds. Page 18

Global Investor

Although the US Federal Reserve is likely to tighten monetary policy soon, this may not produce problems for emerging markets, which have strong trade and currency links with the US. After disappointing years in 1994 and 1995, they could be due a bull run. Page 20

Ralph Atkins reports on shifts in the make-up of the 300-year-old insurance market

New breed of investor raises pace of Lloyd's evolution

Link, and you'll miss the transformation of Lloyd's of London.

Once the 300-year-old insurance market was backed only by wealthy individuals with unlimited liability - Names. Now it also

consists of a variety of fast-evolving companies including increasingly large insurance groups operating under Lloyd's umbrella, many of them listed.

Last week's uninvited £80m bid by The Benfield & Rea Investment Trust for HCG Lloyd's - both Lloyd's investment vehicles - illustrated the competition among the market's backers for places on the best syndicates. It offered, too, the prospect of a further lift to the hitherto lacklustre performance of listed Lloyd's vehicles.

"It is a much more fluid market. Not a lot of amateur

investors but professionals," says Mr Robert Hiscox, chairman of the Hiscox insurance group at Lloyd's. "It is incredibly healthy for the market. We're going from an expensive capital base to a much cheaper system."

The activity party reflects confidence Lloyd's will this month secure its future - although rebel Names' last-minute legal challenge in Virginia to the market's £2.2bn recovery plan will cause much sweating this week. Last week, Lloyd's saw off a similar action in the UK courts.

But rapid evolution is also being forced by Lloyd's restricted growth opportunities. Managers running syndicates realise international insurance is in a downturn and do not want to increase the market's size substantially. The best estimates suggest that 1997's underwriting capacity, measured by premium income, will be set at less than this year's £2.9bn.

Meanwhile, many Names who survived the worst years are not seeing the out-of-court settlement of their claims against Lloyd's, which forms a central plank of Lloyd's recovery plan, as an excuse to quit. They want to benefit from the market's revival. That has limited the scope for increased corporate investment. And Lloyd's is letting market forces, rather than centralised controls, dictate the shape of its capital base.

Some might see feverish

takeover action as a damaging distraction. After all, the insurer Commercial Union, which is larger than Lloyd's, is not preoccupied with constantly rearranging its capital base.

But Lloyd's capital base has always been a defining characteristic. In the past, Names' unlimited liability was an attraction to policyholders seeking financial security. Today's struggles will determine whether Lloyd's consists of a few consolidated groups which use the market merely for its brand name and trading syndicates - or remains a true marketplace that encourages entrepreneurship by allowing capital to move easily between syndicates according to performance or fad.

Change has come in waves. When corporate capital was admitted, for the 1994 account - at a time when some feared that without it the market could collapse - it mimicked traditional Names. Capital was "spread" across syndicates run by many independent managing agents.

Later the fashion was for "dedicated" vehicles, committing capital to a few syndicates run by a single agency. Underwriters liked "dedicated" because capital was more permanent - allowing longer-term business relationships to be built up with policyholders. By the start of 1996, about £1.5bn had been provided by corporate investors.

The emergence of larger units could force profound change in the way Lloyd's operates. There is pressure to end "mutualisation" - the idea that the strongest help pay insurance policy claims when the weakest investors cannot meet obligations.

This year's theme has been consolidation - but also, crucially, bringing capital and underwriters under one roof. This is creating vehicles akin to normal insurance companies.

Several managing agents have been bought by US and Bermudian insurance companies. More recently, "spread" vehicles have also bought agencies. Limit, the largest Lloyd's investor, has acquired majority stakes in the Bankside and Janson Green agencies. On Friday, the Murray Lawrence agency merged with Masthead, a listed "spread" vehicle it helped set up and which already supplies capital to Murray Lawrence syndicates.

Meanwhile, managing agents are combining, with the Cox agency announcing on Friday it was teaming up with Christopher Heath. And syndicates are getting bigger. Murray Lawrence is merging its seven into a jumbo entity.

What happens next? Consolidation and the search for economies of scale remain important. And as integrated vehicles, combining capital and underwriters, become more powerful, the pure "spreads" may become a dying breed.

The emergence of larger units could force profound change in the way Lloyd's operates. There is pressure to end "mutualisation" - the idea that the strongest help pay insurance policy claims when the weakest investors cannot meet obligations.

"For major companies to have the risk of 'mutualisation' from rogue syndicates is not attractive," says the chief executive of one recent investor.

But ending such an important principle would raise

Media and electronic deals jump

By Paul Taylor

The value of media and content services merger and acquisition deals in Europe and North America more than quadrupled to \$20.1bn during the first half of this year, according to Broadview Associates, the specialist M&A bank.

The figure, driven by a number of large deals on both sides of the Atlantic, was almost as much as the total for the whole of 1995. The number of deals rose 31 per cent to 313 compared with 239 a year ago.

Media and content services deals include all those in the media, electronic

information and entertainment sectors.

"Digital media, and its development over the World Wide Web, is forcing content owners to rethink pricing and delivery strategies and to 'own' their and customers," said Broadview.

"As a result, boardrooms are awash with corporate restructuring as media groups recognise the need for business focus.

"Focus means divesting non-core activities and acquiring or investing in businesses and technologies that are going to be strategic in the future. The nimblest media groups are staking out their territory by making

strategic, fill-in acquisitions, the brave are investing in new technologies and others seem to be struggling to find 'true north'."

According to Broadview, there is no shortage of targets because of the new generation of entrepreneurial media companies eager for the funding and market access that a deal with an established group can bring.

"Given the pace and the inevitability of change, those who rest on their laurels will be eclipsed sooner than they imagine," warns Broadview.

Among the deals in the first half, 137 were Internet-related. In particular there was a spate of investments

by large media groups in

companies such as Yahoo of the US which operate Web search engines - systems to help people find their way around the World Wide Web.

"Becoming aligned with one or more Web search engines ensures a place at the Internet table," said Broadview.

Looking ahead, Broadview predicts the global battle over the delivery of digital entertainment services by satellite "cannot fail to drive M&A activity over the next few years. The opportunity is just too big, and the risk/reward ratio too acute for even the most bullish to consider going alone."

This announcement appears as a matter of record only

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May 1996

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COMPANIES AND FINANCE

Lucas ready to make disposals

By Ross Tieman

Sizeable disposals are expected from Lucas Industries' electrical and electronics business once the merger with Varsity Corporation of the US is completed next month.

A transition team headed by Mr Tony Gilroy, Varsity's chief operating officer, is drawing up a new strategic plan for the combined company, LucasVarsity.

Aided by Mr Jack Fryer, the Lucas director of strategic planning, Mr Gilroy, a former managing director of the entire division, will be

Land Rover, is focusing his attention on the UK group's vehicle electrics arm.

The Lucas Electrical and Electronic Systems division is on course for sales of £600m (\$935m) within two years. But the transition team is insisting that each of its businesses must meet LucasVarsity criteria for economic value-added.

Several activities within the division are expected to fail the team's so-called EVA test, making them prime candidates for disposal. One leading analyst suggested the entire division be

sold, raising £450m to £550m. The business has more than 20 plants in Europe, America, Asia and Africa. It makes a broad range of components, including car instrument switches, wiring harnesses, starter motors and alternators, sensors, and electrical power-assisted steering. But although it is a leader in some sectors of the UK market, some businesses are thought to lack the critical mass to justify heavy investments to keep up with fast-changing automotive technology.

Analysts believe Mr Victor

Rice, the Varsity chief who will head the combined group, is keen to take LucasVarsity out of businesses where it cannot be a leader in global or regional markets. They also expect him to focus upon developing LucasVarsity's strong positions in anti-lock braking systems, diesel engine fuel systems, and manufacture of Perkins diesel engines.

Lucas Aerospace, which is riding high upon an upturn in the aerospace cycle, is expected to be run for cash. But analysts said Mr Rice is determined to change the

corporate culture that has held back the pace of reform at Lucas for years. "There are going to be a lot of bodies out the window," said one.

Suggestions that a hostile bidder might break up the merger, agreed after a year-long courtship, have faded. Investors in Varsity are expected to give their consent at a special meeting on Friday.

Provided all goes to plan, shares in LucasVarsity, which will be based in Britain, will begin trading on September 6.

A quilt that could smother the unwary

Europe has proved a slog for pioneers among US fund managers, reports John Gapper

In theory, there could hardly be a more enticing prospect. As the growth of mutual funds assets slows in the US, the virgin territory of Europe beckons for many medium-sized US mutual fund managers. Where better to try to export some of their acknowledged investment and marketing expertise?

Europe presents a potentially similar growth story to the US, a decade on. It also has an ageing population that faces the challenge of investing for old-age, while both state and company pension schemes come under huge pressure to reduce entitlements for their citizens and members.

So the logic runs. Yet in practice, Europe has been a slog for pioneers among US fund managers that have tried to rival continental European banks in selling managed funds. Despite efforts in the past 10 years, they account for only 3.7 per cent of the international mutual fund market.

Much of what US managers such as Fidelity and Merrill Lynch have done is in the UK unit trust market, where they have been on relatively familiar territory. UK investors not only speak English, but are accustomed to buying through intermediaries, and have a long tradition of equity investment.

In continental Europe, they have faced the task of breaking the stranglehold of banks that can sell managed funds through their branch network. They have also had to contend with the natural inclination of European investors to seek safety in fixed income investments rather than in equity.

The result has not been hugely encouraging. Assets managed by US firms in the international mutual fund market now total \$57bn (£36.5bn), compared with \$1.463bn managed by others,

FUND MANAGEMENT

but have strong loyalties to their regions.

Some US firms have not even tried. Citibank, which is among the biggest retail fund managers in Europe, works through its 300-branch network. "A bank has the advantage that customers tend to trust it," says Mr Laurence Llewellyn, Citibank's director for European investments.

Others have tried different methods. Merrill Lynch Global Asset Management has made "sub-investment" agreements with local intermediaries to sell its funds, and also has joint ventures with firms like Prima, the mutual fund arm of Fiat. It also has a direct sales force of 300 across 15 offices.

Mr Alan Albert, a senior managing director of MLCAM, argues that it has gained by concentrating on more affluent investors rather than trying to reach the mass market. "It is

harder for us to break into the lower end of the market, and it is more profitable to stay selective anyway," he says.

Yet Fidelity Investments does not have such qualms.

It has a telephone sales force based in Surrey, which takes calls in German and French from continental European retail investors responding to advertisements. When they call a free phone number locally, they are connected to the UK.

Mr Richard Wastcoat, Fidelity's director of European retail market, says that it believes it can make significant inroads into the European market. It has already attracted relatively young investors - with an average age of 35 - in Germany, in contrast with an average age of 55 in the UK.

Mr Wastcoat argues that

Fidelity will gradually be able to penetrate Germany by offering higher performance and improved service to a younger and more aware generation. This will be intensified by a switch towards equity investment, in which Fidelity should be seen as having an advantage.

Yet Mr Guillette says that, whatever the attractions of the European market, many medium-sized US managers might be better advised to build business in a country they know. He says that some large US firms have under-estimated the heterogeneity of European countries, compared with America.

A pathfinder prospectus for a placing is expected to be released in the next month with the aim of obtaining a listing in the autumn. The group has grown rapidly in the past decade with annual fee income almost doubling in the past five years to £12m. In the six months to June 30 it made pre-tax profits of £1.8m on revenues of £10m.

The group's revenues are mostly generated overseas, including Bermuda.

The placing will be

sponsored by Phoenix Securities and de Zoete & Svanen.

The most common examples are shipowners' protection and indemnity clubs but it also acts for organisations providing "workers' compensation" cover in the US, similar to UK employers' liability policies.

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FINANCIAL TIMES MONDAY AUGUST 19 1996

COMPANIES AND FINANCE

Kansas City Power bid war hots up

By Richard Tomkins
in New York

Western Resources, the Kansas-based electricity company making a \$1.6bn hostile bid for the neighbouring Kansas City Power & Light electricity utility, looks set for victory following a crucial vote on Friday. It would be the first successful hostile bid in the current wave of mergers between US electricity utilities.

Mr John Hayes, Western Resources chairman and

chief executive, claimed that Kansas City Power & Light had failed to gather enough shareholder support for its agreed bid with UtiliCorp, leaving the way open for Western Resources to proceed with its own offer.

Before Western Resources intervened, Kansas City Power & Light had agreed to a friendly takeover by UtiliCorp, another Kansas-based electricity utility, for \$1.6bn. That offer was later raised to \$1.7bn in the face of Western Resources' hostile approach.

David Lowell has sold out to Barrick Gold

Arequipa
sale nets
founder
C\$87m

David Lowell's achievements as a geologist already have secured him a place in the Mining Hall of Fame. Now they have also made him a very rich man. At the weekend he was celebrating after agreeing to sell the company he set up four years ago to Barrick Gold, North America's biggest gold producer, for more than C\$1bn (US\$728m) and on terms that value his personal holding at C\$87m.

It is for copper rather than gold that Mr Lowell won his place in mining history. In 1970 he wrote a paper about a different way of finding big copper deposits. Since then, many other geologists have successfully employed that theory. He, himself, has collected six "finder's fees" for copper projects, culminating in the 1981 discovery of Escondida in Chile, now the world's biggest copper mine.

The Escondida discovery would have allowed him to retire and live comfortably for the rest of his life. Instead, Mr Lowell, who is now 68, set off to test his theories in Peru.

In South America he met Ms Catherine McLeod, daughter of a Canadian mining entrepreneur and then working for stockbroker



David Lowell and Catherine McLeod: met in South America

Yorkton Securities in Santiago. Previously Mr Lowell had acted as a consultant for other companies. When Ms McLeod realised the potential of the properties he had assembled in Peru, she persuaded him to set up his own company instead. He later appointed her president.

Arequipa was launched on the Vancouver exchange late in 1994 at 75 Canadian cents a share. In January this year the shares were trading at C\$2.50. Barrick bid C\$27 cash in July but had to lift the offer to C\$30 to win the backing of Mr Lowell and Ms McLeod.

Ms McLeod is now 52. Her shares and options are worth about C\$17m and several other Arequipa directors and employees are now dollar millionaires.

Arequipa's prime asset is the Pierina gold deposit 400km north of Lima. Are-

quipa had sunk only nine drill holes into Pierina before the Barrick bid and these suggested there might be 3.5m troy ounces of gold there. Barrick obviously believes there is much more. So do Mr Lowell and Ms McLeod. During the five weeks while the first bid was on the table, Arequipa speeded up drilling on the site and the results were encouraging.

Mr Lowell says the new bid offers Arequipa shareholders the chance to benefit from further discoveries at Pierina or the several other projects the company has been developing in Peru because Barrick is now offering cash or a shares-and-cash alternative.

"I personally will elect to receive a substantial portion of my consideration in Barrick stock," he says.

Kenneth Gooding

The plant, to be acquired from Shanghai Jiusi Company, produced 26,500 tonnes of acrylic fibre last year. Turnover reached Yn520m and gross profits Yn1.88m. Total assets are estimated at Yn850m.

Shanghai Petrochemical says the acquisition will raise its share of Chinese acrylic production from 22 to 44.5 per cent, and enable a reorganisation of its facilities. Economies of scale, and reduced production costs and overheads were cited as additional incentives.

The company's management expertise and its dominant position in the industry will lead to improvements in the operating efficiency of the plant," said Mr Wu Yixia, president of Shanghai Petrochemical.

Total acrylic production after the acquisition is expected to rise to about 92,000 tonnes, supporting Shanghai Petrochemical's expansion drive.

However, financing for this strategy has been complicated following the group's recent decision to

Earlier this month a federal judge in Missouri delivered a setback to the planned UtiliCorp merger by ruling that two-thirds of all Kansas City Power & Light's shares would have to be voted in favour of the deal to be approved, rather than 50 per cent.

On Friday, Kansas City Power & Light held a special meeting of shareholders to vote on the UtiliCorp merger. Afterwards, Western Resources said it estimated that proxies opposing the

UtiliCorp merger or abstaining totalled 27.1m, or 53 per cent of the total vote cast.

Western Resources' Mr Hayes said: "It is clear that KCP's management failed to achieve the legally-required two-thirds vote to complete their proposed merger with UtiliCorp, and we believe they have failed to receive even a simple majority of those voting today."

Western Resources will now start lobbying Kansas City Power & Light's share-

holders to support its own offer, worth \$31 a share in Western Resources stock.

The initial closing date is September 20, but seems likely to be extended.

Kansas City Power & Light said a preliminary tabulation of the votes would not be available until September and urged shareholders not to tender their shares to Western Resources in the meantime. UtiliCorp said it would await the outcome of the vote before deciding its next move.

Swiss infertility specialist lifts profits by 70%

By William Hall in Zurich

Ares-Serono, the Swiss pharmaceutical company which is the world leader in the treatment of infertility, has underscored its position as one of Switzerland's top growth stocks with a 70.3 per cent jump in its first-half net income to \$20.8m.

The improvement in the company's performance follows several difficult years and suggests that its strategy of investing heavily to become a leading biotechnology company is paying off. Over the past two years its research and development spending of \$282m has been roughly five times the size of total net income. In the latest six months, the \$67.2m invested in R&D is still more than three times net income.

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Sales in the Asia Pacific region rose by 15.4 per cent. But there was a marked difference in individual markets, with sales increases of 85.4 per cent and 47.4 per cent in the UK and Germany respectively, offsetting a 14.8 per cent fall in Spain and a 3.9 increase in Italy.

Sales in the Asia Pacific region rose by 15.3 per cent but in Japan they fell by 15.7 per cent. The company says the setback in Japan came from a weaker yen and government-enforced price cuts.

Ares-Serono shares jumped nearly 8 per cent on Friday to SF11.185 on the results. They have been one of the best performers on the Swiss stock market this year, pushing the company's market capitalisation up to SF3.1bn (\$2.6bn). The

shares, which have risen 46 per cent this year, are currently trading on 60 times prospective 1996 earnings.

Mr Ernesto Bertarelli, who took over as chief executive in January from his father, said the performance was particularly pleasing since it had been achieved despite continuing charges against the gross margin relating to the switch in production from extractive to recombinant technology. He expects the positive trend in sales and profits to continue in the second half.

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Shanghai Petrochemical buys fibre plant

By John Rickling
in Hong Kong

Shanghai Petrochemical, the Chinese group which is listed in Hong Kong, announced that it is to buy a Shanghai-based acrylic fibre plant for Yn38.8m (\$4.7m).

The deal marks the first acquisition by the Chinese petrochemical concern. It is intended to increase its market share and improve competitiveness. It also marks a step towards consolidation in the sector, which has been hit by overcapacity.

The plant, to be acquired from Shanghai Jiusi Company, produced 26,500 tonnes of acrylic fibre last year. Turnover reached Yn520m and gross profits Yn1.88m. Total assets are estimated at Yn850m.

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However, financing for this strategy has been complicated following the group's recent decision to

Publicis expands abroad

By David Owen in Paris

Publicis, the French advertising and publicity agency, is beefing up its international presence through substantial acquisitions in Brazil and Mexico.

The group is acquiring 60 per cent of Norton Publicidad, Brazil's 12th-largest advertising agency, and 51 per cent of Romerty Associates of Mexico. The terms were not disclosed.

The acquisitions are expected to be the first in a series made abroad by the company, which has had a working relationship with True North, a large US advertising agency, since 1988.

Mr Maurice Levy, chair-

man and chief executive, said the deals represented "an important stage in our geographic development through our presence in the most populous and most economically-promising countries in the Americas".

He said the transactions provide "solid proof of our will and our ability to serve and accompany our clients on world marketplaces".

Norton, which had 1995 billings of \$95m and this year celebrates its 50th anniversary, is based in São Paulo and employs 160 people. Its clients include Nestlé, the food giant, and the Brazilian postal service.

Romerty, which also has Nestlé among its clients, is 51 per cent owned by the food giant and 49 per cent by the Brazilian postal service.

Earlier this year, Ms Elizabeth Badiner, the writer, took over as chairman of the group's supervisory board following the death at the age of 88 of her father, Mr Marcel Bleustein-Blanchet, the agency's founder. The family remains the majority shareholder.

traces its origins back to 1851. The agencies will be known respectively as Publicis-Norton and Publicis-Romerty.

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Redemption at the Option of the Noteholders

Bank of Communications
(The Development Bank of the People's Republic of China)

U.S. \$100,000,000

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Trust Company
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U.S. \$100,000,000

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ING BARINGS

FINANCIAL TIMES

MARKETS

THIS WEEK

ING BANK

At Home in Emerging
and Capital Markets

ING BARINGS

Global Investor / Philip Coggan

Bull run for emerging markets?

Even if the Federal Reserve does not raise interest rates this week, chances are that US monetary policy will soon be tightened. And that is a danger for emerging markets, which have strong trade and currency links with the US, and which suffered badly when rates were raised in 1994.

The prospect of a Fed tightening may be responsible for taking the shine off emerging markets so far this year. Having been 12.8 per cent ahead by May 1, the IFC composite index has since dropped by 4.5 per cent. However, Ms Nancy Curtin, who runs the Baring Chrysalis fund, thinks that, although negative in the short term, a Fed rate increase should not derail

emerging markets as they go into 1997.

She says corporate earnings growth was always going to be sluggish this year, because of the measures taken to reduce overheating in Asia and the aftermath of the currency crisis in Latin America. However, earnings growth should pick up towards the end of 1996 and into 1997.

On the valuation front,

emerging markets look cheap relative to the developed world, on a price-to-book basis, and while the global liquidity background may be deteriorating, domestic liquidity should improve as, particularly in Asia, governments reduce high real interest rates imposed to combat overheating.

Active option

1995 was a difficult year for active investment managers. The 37.6 per cent return from the S&P 500 index in

the US proved a tough target to beat; investors also had to be nimble to get in and out of the technology sector at the appropriate times. Markets outside the US were also difficult. Those who invested in Tokyo lost most of their gains if they left their yen exposure unhedged; with the exception of Switzerland, dollar-based investors lost out if they went outside the US.

Small wonder, therefore, that indexed management remains popular. But Mr Patrick Moriarty and Mr Robert Jaeger of Evaluation Associates Capital Markets, which tracks the performance of investment funds, have produced a paper arguing the merits of active management.

They point out that some

markets are much more efficient than others. It was relatively easy for US small cap managers to beat the Russell 2000 index last year and bond managers have been able to beat their benchmarks by about 50 basis points over five years.

They also highlight the highly-concentrated nature of some indices. The top 10 names in the S&P 500 make up 17 per cent of the index; the biggest four of the 24 countries in the emerging markets index represent 48.4 per cent. "The active manager starts off with a more genuinely diversified portfolio, but the resulting tracking error will sometimes work against him, in which case the lower return is a product of lower risk," EACM argues.

It also contends that, while an index portfolio involves a "buy and hold" strategy, the initial weights are momentum-driven; "the index will be overweighted in situations that have shown strong relative performance and will be underweight in weak performers".

In addition, for international indices, EACM points out that "index weights will be driven by supply consid-

Total return in local currency to 15/8/96					
% change over period					
US	Japan	Germany	France	Italy	UK
Cash	0.10	0.01	0.08	0.07	0.17
Week	0.10	0.04	0.33	0.31	0.77
Month	0.08	0.04	4.51	6.00	7.31
Year	5.98	4.87	1.13	10.03	10.18
Bonds 3-5 years	-0.14	0.17	0.20	0.01	-0.09
Week	-0.14	0.16	1.15	0.68	1.11
Month	-0.18	0.16	2.90	11.03	10.18
Year	5.28	4.87	9.20	11.03	10.18
Bonds 7-10 years	-0.11	0.25	0.21	-0.04	-0.34
Week	-0.11	0.24	1.79	1.45	1.42
Month	-0.12	0.24	1.79	13.89	24.57
Year	5.29	5.97	10.98	13.89	11.17
Equities	10.01	0.7	0.2	-0.8	1.3
Week	10.01	0.6	-1.9	-2.1	4.0
Month	5.7	2.9	8.3	-9.7	1.0
Year	21.1	14.1	15.1	-1.7	11.17

Source: Cash & Bonds - Cazenove Brothers. The FTSE All-Share, World Indices are jointly owned by FTSE International and London Stock Exchange plc, and Standard & Poor's.

Equities - FTSE All-Share Index Unit.

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MARKETS: This Week

EMERGING MARKETS BY Farhan Bukhari

Uncertainty plagues Pakistan

The outlook for Pakistan equities continues to be uncertain following a 14.5 per cent fall in the KSE-100 index since the budget on June 13.

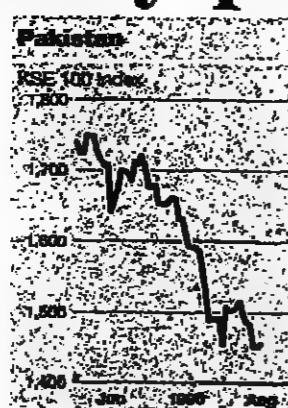
The rapid fall in prices is largely the result of growing economic and political uncertainty, which may hit corporate profits, say analysts.

The index fell last week by some 3 per cent as investors became nervous after the disappointing half-year results of Dewan Salman Fibre. Dewan's shares fell after it became clear that there was no dividend and profits would be sharply lower this year, although no one knows by how much.

The company's recent performance is in sharp contrast to a year ago, when it announced a 20 per cent dividend and a 20 per cent scrip issue. Uncertainty has also grown after Fauji Fertilizers, another market leader, said there were no dividends to be paid on its half-year results.

The fall-out from the performance of companies such as Dewan and Fauji is probably just part of wider concern over the future of the market. Many investors are also worried over the economic uncertainty after the budget.

The government's attempt to slap a new goods and services tax on business and



industry has backfired. Many businesses are angry and insist that heavy taxation would take the economy into recession.

The government responded by reducing some of its proposed tax rates. Plans to impose an 18 per cent goods and services tax on many industrial products have been eased. It has also agreed to reduce the tax rate to 10 per cent for exports. A tax on buses, trucks and oil tankers has also been reduced.

However, such concessions have only cast doubts over the future of an IMF stand-by loan agreement for 40.8m SDRs. The fund has so far lent 18.7m SDRs to Islamabad but no one knows the future of the remainder.

Western economists in Islamabad say the fund is

worried that the concessions to businesses after the budget would once again mean that Pakistan would fail to reduce its deficit. For years, Pakistan has been urged by western institutions to trim its deficit as a step towards financial stability.

Mr Nasir Bukhari, chief executive of Khadiim Ali Shah Bukhari, a Karachi brokerage, says: "The management of the economy is the key issue. Nobody is really willing to come to the market unless prevailing uncertainty is removed."

Mr Bukhari's remarks are shared by many analysts who are concerned over worsening economic trends. Last week, the rupee was again devalued in an effort to narrow the trade gap. It has been devalued by over 40 per cent in three years.

The devaluation came after the trade deficit soared to \$70m in July from \$55m in June. The gap has continued to widen despite last November's economic stabilisation measures, when the rupee was devalued and a 10 per cent duty placed on imports.

The fall in the value of the rupee has led many analysts to conclude that the problems with the trade performance relate to issues such as Pakistan's failure to compete against exports of other countries rather than the currency exchange rate.

Pessimism is also driven by political uncertainty. Mr Nawaz Sharif, leader of the opposition Pakistan Muslim League party, has said he is launching a civil disobedience movement to force the government to step down. The opposition would call upon its supporters to stop paying utility bills and taxes.

No one is certain whether the opposition would succeed. Mr Sharif's campaign would follow another protest launched by the religious "Jamaat-i-Islami" party after the budget, protesting against the government's economic policies and corruption. Even if the two campaigns do not force the government out, many Pakistanis are easily reminded of the country's inherent political instability. Pakistan has seen seven governments in eight years since the last military ruler, General Muhammad Zia-ul-Haq, was killed in an air crash.

likely, could also relieve the pressure. But economists believe such a move would only have short-term effects.

The 10-year yield spread of OATs over bonds closed at around 6 basis points on Friday, slightly tighter than a few days earlier. The franc was also firmer on the foreign exchange market, at less than FFr7.42 against the D-Mark, having recovered from its four-month low in the region of FFr7.43 earlier in the week.

But analysts did not seem convinced that the French markets were out of the woods. And Mr Juppé's "storm in a tea-cup" could be brewing still.

"The respite is likely to prove short-lived," said one

INTERNATIONAL BONDS DIVIDENDS AND BENCHMARK YIELDS

French 'storm in a tea cup' still brewing

alone. For the market, the devaluation and the trade deficit are both bad news. A falling exchange rate is only expected to encourage investors to convert their money to foreign exchange rather than investing in the market, and the growing trade gap suggests a weakening position of exports.

Such anxieties are likely

to depress the outlook for the KSE. Mr Arif Habib, president of the KSE, says "the market is affected by a confidence crisis since the budget". Ms Aaliya Dossa, an analyst at Crosby Securities' Karachi office, adds: "There hasn't been anything positive since the budget.

We really need to see something positive on the economy before buyers would come in large numbers."

Others say a slowdown in the privatisation programme has depressed sentiment, as many investors are convinced that the placement of new shares on the market may have helped attract buyers and revive the overall sentiment.

The government has so far given no sign of a schedule for the privatisation of the PTC, the country's telephone company.

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French 'storm in a tea cup' still brewing

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trader in Paris. "The foundations it rests on look wobbly."

Factors supporting the French markets late last week were a wide-ranging mixture including - in addition to central bank intervention and bullish political declarations - a rallying dollar, that weakened the D-Mark's dominance, as well as technical trading.

"Profit-taking on divergence trades has helped [French bonds]," said Mr Shah at Sanwa, referring to traders who had sold French bonds in previous weeks when they were more expensive than bonds and decided to reverse their trades after OATs had cheapened.

And few non-residents

were familiar with the intricacies of likely tax changes in next year's budget, which might reduce French life assurance funds' appetite for 10-year bonds.

By the end of the week,

news of the Bank of France's frequent, low-profile interventions in the market began to seep across the Channel.

In the meantime, politi-

cians and central bankers

were putting their mouths

where the Bank of France's

money was to prop up the

franc. A soothing statement by Mr Ottmar Issing, Bundesbank chief economist, was closely followed by another from Mr Alain Juppé, the French prime minister, both designed to reassure the market.

Mr Kiril Shah, chief market strategist at Sanwa International, said Mr Juppé and Mr Issing were attempting to "talk the markets up", a strategy previously tried successfully by the US Federal Reserve.

But Mr Issing's and Mr Juppé's double act seemed

too well timed to be pure coincidence. "If that were the case, it wouldn't surprise me," said one Paris-based analyst.

Coincidence or not, Mr Juppé brushed aside worries about the franc, describing the previous week's fall as "a storm in a tea cup".

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TechData	22 1862 25 251 ₂ 25 251 ₂	251 ₂	-2
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Net	0.05	41	5266	205	215	215	2	2	2	2	NetFins	0.21	2115	425	402	424	+14								
Net	0.05	41	5266	205	215	215	2	2	2	2	NetFins	0.21	2115	425	402	424	+14								
Net	0.05	41	5266	205	215	215	2	2	2	2	NetFins	0.21	2115	425	402	424	+14								
Net	0.05	41	5266	205	215	215	2	2	2	2	NetFins	0.21	2115	425	402	424	+14								
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FT GUIDE TO THE WEEK

MONDAY 19

Clinton reaches 50



Bill Clinton, the US president, celebrates his 50th birthday with a trip to Tennessee, home of Al Gore, the vice-president, whose wife Tipper was born on the same day as Mr Clinton. Apparently unconcerned by his recent drop in the polls, the president plans to participate in the rebuilding of Salem Baptist Church in Franklin. The official celebration of Mr Clinton's birthday, held last night, sought to raise funds for his re-election campaign.

Korean security exercise

South Korea begins holding a realistic five-day civil defence exercise that includes night curfews, water and power stoppages, and mock air raids and terrorist attacks. The extensive nature of the exercise is meant to correct what officials describe as "chronic apathy and waning security consciousness" among the public to a possible attack from North Korea. In reply, North Korea says the exercise is designed to increase hostility between the two countries and to counter calls for reunification.

Singapore blitzes toilets
Singaporeans are being urged to raise their already high standards of cleanliness with a blitz on public toilets. Goh Chok Tong, the Singaporean prime minister, started the two-month campaign in April when he linked public toilet habits with the country's efforts to become a more gracious society. The campaign is aimed at users rather than cleaners with the country's estimated 12,000 public toilets, and includes a competition to design a campaign poster.

Athletics
Britain v US, Gateshead.

Public holidays
Afghanistan, Colombia, Venezuela.

TUESDAY 20

Australian budget day

Australia's new conservative federal government hands down its first budget - a package of measures which aims to squeeze A\$8bn (US\$6.2bn) out of public expenditure over the next two years, and to move Australia to a budgetary balance by 1998/99. The announcement also marks the start of the parliamentary session. With the extent of the government's fiscal rectitude already under attack from opposition parties, and other controversial legislation - covering labour market reform and the partial privatisation of Telstra, the telecoms



Korean pro-unification students demonstrate in Seoul, where a civil defence drill begins today to raise awareness of the threat posed by North Korea.

group - due to be re-presented, the session promises to be stormy.

IMF visits Argentina

An International Monetary Fund mission arrives in Buenos Aires to discuss past fiscal laxities and proposed remedies with Argentina's new economic team, which took over last month. In particular, the IMF will assess an austerity package launched last week which aims to raise \$4bn-\$5bn for the Treasury. Without such a package, which includes a sharp increase in fuel prices and an end to most VAT exemptions, Argentina would be heading for an expected \$6.5bn deficit this year.

Decision on Rao appeal

India's supreme court decides whether P. V. Narasimha Rao, leader of the Congress party, has to face fraud charges levelled against him by a businessman. Mr Rao appealed to the supreme court following a summons from another Delhi court, which has been told to put proceedings on hold until after the appeal. The case has increased pressure on Mr Rao to step down as leader of the Congress party, which was voted out in May elections.

Japan PM visits Mexico

Ryuichi Hashimoto, the Japanese prime minister, leaves on a 10-day visit to Mexico, Chile, Brazil and Peru. It will be the first official visit of a Japanese leader to Mexico since 1988, and the first to Brazil and Peru since 1982, while Chile has not received a Japanese prime minister since 1989. The Japanese government has decided to provide about ¥50bn (\$568m) in loans to Peru this fiscal year for three

infrastructure development projects. The loans are the largest official development assistance extended by Tokyo to Lima in a fiscal year.

US interest rates

The Federal Reserve's open market committee meets to discuss US interest rates. Most economists expect short-term rates to remain unchanged at 5.25 per cent, following weaker economic data.

Public holidays

Hungary, Morocco.

WEDNESDAY 21

Shakespeare's Globe

Shakespeare's Globe, an authentic recreation of the theatre where many of Shakespeare's plays were first performed, opens on London's Bankside with a four-week prologue season of performances of *Two Gentlemen of Verona*. The Globe, which cost £25m to create, was the work of Sam Wanamaker, the American actor, who died in 1988. A full season will start in April.

Canadian premiers meet

The premiers of Canada's 10 provinces and of the Northwest Territories and the Yukon hold their annual meeting. The leaders gather round a conference table on a chartered train running

between Edmonton, the capital of Alberta, the host province this year, and Jasper, a Rockies resort. Economic growth, social policy and "rebalancing" federal-provincial legislative powers top the agenda.

Water skiing

European championships, Vallenbæk, Denmark (to Aug 25).

THURSDAY 22

Bundesbank meeting

The Bundesbank's policy-making council meets for the first time after its summer break with the possibility of interest rate cuts still in the air. Having disappointed markets by not trimming its key securities repurchase (repo) rate from 3.30 per cent in July, the German central bank may decide to act now. As ever, the Bundesbank has been keeping markets guessing about whether a move will come this week, later or not at all.

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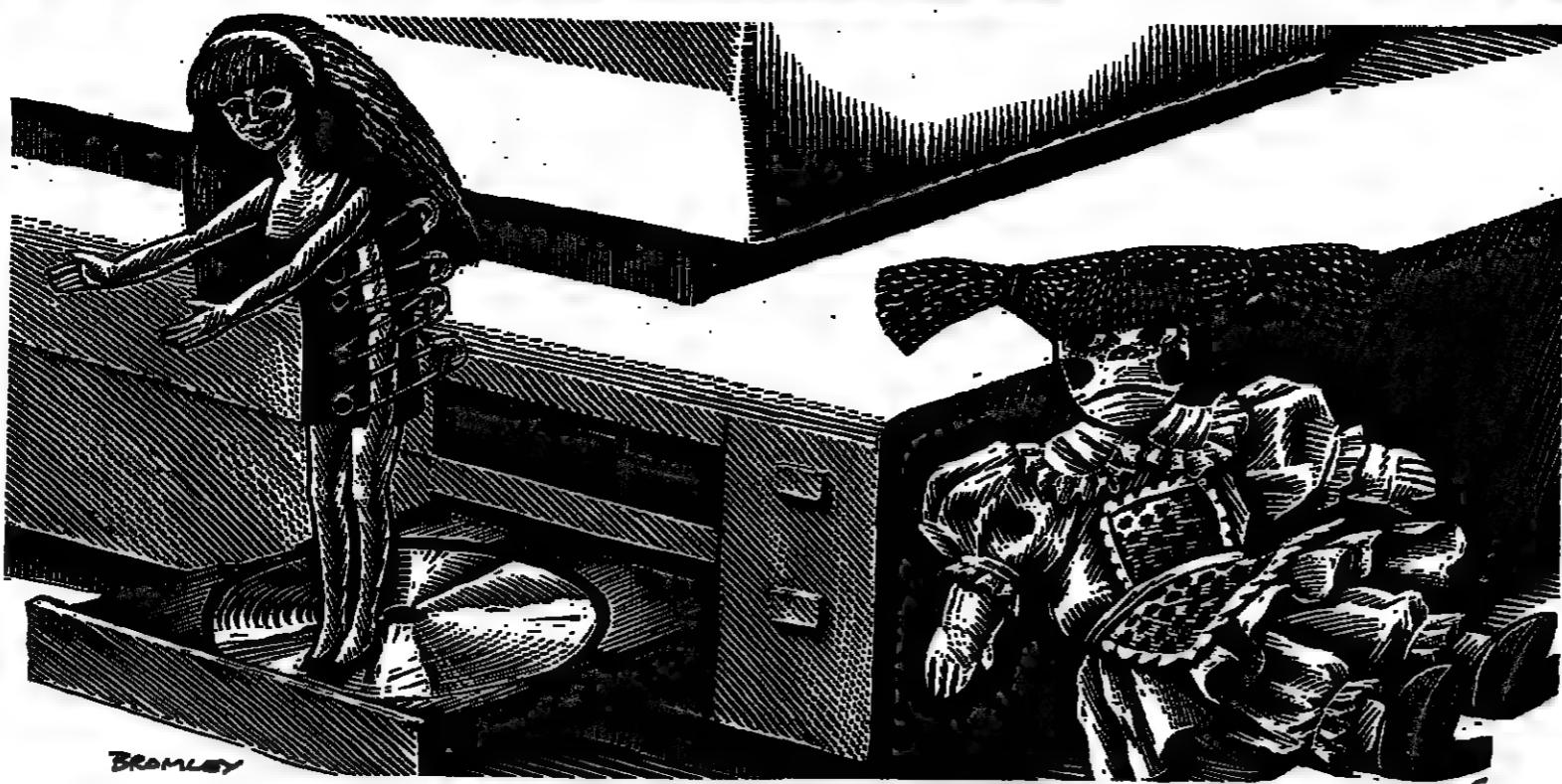
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Barbie dolls up for CD-Rom

Toy makers are entering the digital and online arena, writes Alice Rawsthorn

Barbara Millicent Roberts has played many roles in her thirtysomething lifetime: model, astronaut, chef, scuba diver, politician, even a hip-hop star – and now she is about to enter the world of digital technology.

Ms Roberts, "Barbie" to her friends, will make her digital debut this autumn when she stars in a series of CD-Roms – Barbie Fashion Designer, Barbie Storybook and Barbie Print 'n' Play – which are due to hit the stores on November 4, just in time for the start of the Christmas shopping season.

Until recently traditional toy manufacturers such as Mattel, Barbie's creator, left the interactive games market to the Japanese video game groups, Sega and Nintendo, and US software companies, notably George Lucas's Industrial Light & Magic. Now they are developing CD-Rom and online versions of their established toy brands.

Hasbro, Mattel's arch-rival, brought out

CD-Rom formats of its board games, Monopoly and Trivial Pursuit, last autumn. It is now finalising plans for this autumn's launch of interactive formats for other brands including Playskool, Cluedo, Risk and Battleship. The first Lego CD-Rom will be introduced next spring, and Mattel is working on interactive versions of Cabbage Patch Kids and Polly Pocket.

The rationale for the expansion of these traditional toys into the digital domain is that they should appeal to consumers too young or too old to enjoy the "action" games, such as Doom and Virtua Fighter, that still dominate the video and PC games market.

"All the statistics tell us that the fastest-growing group of PC owners are people over 35 with young families," says Nadia Singh, head of sales and marketing for Hasbro Interactive. "They're not likely to want to buy video games, but our products are perfect for them. They already know and enjoy them, so turning them

into CD-Roms is a natural extension to our range."

At stake is the fastest-growing area of the \$60bn (42,000) global toy market, Euromonitor, the market research consultancy, estimates that video games represented nearly a third of all toy sales last year, with sales of \$20.75bn. Nintendo and Sega are now the second and fourth largest toy companies behind Toys R Us, the huge US retailing group, in first place (Mattel and Hasbro taking third and fifth places respectively).

Although the pace of growth in the video games sector has slowed in the mid-1990s, while game enthusiasts waited for the new wave of 32-bit and 64-bit games systems, such as the Sega Saturn and Nintendo Ultra, to come on the market in place of less powerful 16-bit formats, Euromonitor expects interactive games to show stronger growth than traditional toys during the late 1990s. It predicts that sales of traditional toys such as Barbie dolls, Lago

and Monopoly sets will increase by 15 per cent from \$45.25bn last year to \$52.25bn in the year 2000, with video games sales rising nearly twice as quickly by 25 per cent to \$26.71bn.

As more people buy personal computers for their homes, the fastest growing area of the games sector is expected to be CD-based concepts and online formats played over the Internet. This shift from the video game consoles that have dominated the market for a decade creates an opportunity for traditional toy manufacturers to move into interactive games.

Hasbro tested the water last November with CD-Rom versions of Monopoly and Trivial Pursuit, both at \$29.99, which have sold 300,000 and 200,000 units respectively worldwide. The original board concepts were carefully adapted so interactive versions would offer something different, reducing the risk of cannibalising sales. Anyone landing on a street on the Monopoly

CD-Rom, for instance, can look around it. The CD-Rom also offers access to a Net version, so people can play it online.

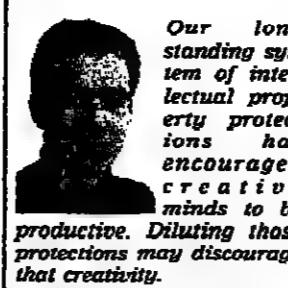
The CD-Rom versions of Cluedo, Risk and Battleship, which will go on sale this autumn, will also offer Net access. Although Hasbro's other new interactive games, Othello and Yahtzee, will, like Trivial Pursuit, be limited to the CD-Rom format.

Logo is producing a special CD-Rom to be included in its new Logo Town set due out next spring, which will tell the child how to build a town from the accompanying kit.

Meanwhile Mattel prepares to launch the first three Barbie CD-Roms this autumn, each of which will sell for \$20 in the US and \$40 in the UK. If the first three Barbie games prove popular, it will then move on to CD-Roms for Polly Pocket and the Cabbage Patch Kids and to other Barbie concepts, enabling Ms Roberts to play nearly as many roles on a screen as she does off it.

Tim Jackson

Raw pin-up law



Our long standing system of intellectual property protection has encouraged creative minds to be productive. Diluting those protections may discourage that creativity.

These words appeared in a judgment handed down recently by a federal district court in the southern district of New York which has important implications for anyone with ambitions to distribute information across the Internet. The case raises two questions: what jurisdiction can courts in one country claim over the Net? And if they claim jurisdiction, what chance do they have of making their claims effective?

The parties were two competing publishers: Playboy Enterprises Inc of the US, publisher of the magazine that gave us the word "centrefold", and the publisher of an Italian magazine with the similar name of *Playmen*. Fifteen years ago Playboy won an injunction ordering the Italian publisher, Tattilo SA, not to

distribute its product in the US. Since then, with the backing of the Italian courts, *Playmen* has been published in its home country alone.

Playmen set up a Web site last year, in Italy, which offered customers dirty pictures for a fee. Playboy sued, claiming that by establishing the Web site the Italians had breached the earlier injunction. Playboy said that because the Web site had US customers, it should be deemed a distribution in the US.

Tattilo responded that it had distributed nothing in America. It had merely made available to Americans, along with everyone else, information that they could pick up from its computer in Italy. This, said Tattilo, was the electronic equivalent of allowing Americans to

board an aircraft to Italy and buy a copy of the magazine.

The judge accepted the defendant's claim that it could not be forbidden to operate a Web site in Italy simply because the site was accessible in the US.

That, the court agreed, would be "tantamount to a declaration that this court, and every other court throughout the world, may assert jurisdiction over all the information provided on the global World Wide Web."

But the judge concluded that Tattilo had taken active steps to bring its offering to the attention of Americans. The site was partly in English, and US customers were invited to download an application form and fax it to Italy with a credit card number to obtain a password allowing them to download pictures.

Tattilo was ordered to invalidate its US user name, refund money, and to put up a sign saying "welcome in future and to pay to Playboy all the money it had made from its US Web site customers."

Playboy won the injunction, but the court, saying they had amended the subscription system, and that the site was now open to anyone without a password.

The court was not convinced. It took the stronger line that simply making the Web site available to Americans amounted to a distribution in the US, and ordering Tattilo to set up a password system to keep Americans out.

It is paradoxical that the issue of jurisdiction over the Net has arisen so clearly in the US. In future, it is likely to be material coming out of the US that provokes controversy.

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The US has one of the world's most liberal regimes on alleged pornography, in which plenty of material receives constitutional protection that would bring its publisher a spell in prison abroad. There is also a babel of US free speech on the Net expressing political opinions unacceptable to half the governments of the world.

While courts everywhere may assert jurisdiction over the Net, there is little that they can do to make good their claims. The Tattilo case was special because the defendant was bound by an earlier injunction, and had an office inside the court's jurisdiction.

In future, more defendants are likely to have no connection with the jurisdiction, and enforcement is likely to be a messy process that involves putting lawyers on aircraft carrying default judgments that they hope to convince foreign courts to enforce.

Is this bad? It is tempting to liken the free flow of information to the free flow of capital: something that has brought benefits to the world, but has circumvented governments' room for manoeuvre, and to say that the erosion of national standards is the price to be paid for this valuable communications medium.

But there is also a case for arguing that the Net is becoming an electronic community of its own, with values different from those defined by national or regional borders. Some new set of rules needs to be applied to Net communications. A protocol to the Berne convention? A new role for the World Trade Organisation? An entirely new international policeman?

Today, all these suggestions seem unlikely. But when you have excluded the impossible, as Sherlock Holmes used to say, whatever remains – however improbable – must be the truth.

Cyber sightings

This month sees the first issue of BT's *Business Connections* website (www.businessconnections.bt.com), for small business users, with an advice centre, extracts from *Business Opportunities* World magazine for start-up enterprises and an expert forum (this month on direct marketing). With material from the department of trade and industry.

• ZDNet's AnchorDesk with Jesse Berst (www.zdnet.com/anchordesk) is a good source of new developments and gossip around the technology sec-

tor. It has story archives, company background and I've been for a long time is product evaluations. Simple graphics and to use e-mail delivery".

• The Corporate Citizenship Resource Center (<http://trcnet.fcc.dol.state.gov/cic/cic.htm>) is a service from the US Department of Labor, to promote the notion of corporations treating employees as valuable assets and developing them as "partners on the road to profitability". Some interesting stuff, but lots of feel-good quotes about corporate citizenship.

• For material relevant to global patents, David Waring's Patents on the Internet site (www.ober.ac.uk/~dow/patent.htm) is well worth a visit.

• Without doubt, one of

the most indispensable sites for business users, and which has excellent financial related links as well as articles and news sites. Well worth bookmarking.

• FilmNet UK (www.filmenet.com) is an online information service for film makers putting together a production in Britain. Searchable by region, the database of available personnel could be just the thing if you're desperate to find a dolly grip who lives in Kidderminster.

• The Northern Development Company is a non-profit making organisation to promote business and economic growth in the north of England. This site (www.nordic.co.uk) is under

construction, but plans to outline available sites and premises, and to provide details of national and international marketing opportunities and local business development resources.

• With meteoric revelations spelling a whole new round of debate and questions, NASA's excellent life on Mars? site (<http://eclipses.arc.nasa.gov/marslife>) has photos, audio and video links, and background material about Mars. It is fascinating.

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MANAGEMENT

UK companies are waking up to the prospect of a single European currency, writes Gillian Tett

Counting the cost of Emu

Earlier this summer executives from Shell, the Anglo-Dutch oil group, held a brain-storming session. After watching the political debate about European economic and monetary union gather pace, the group decided it was time to examine how the issue might affect the company.

Their conclusions were mixed. Although Shell believes Emu should not pose insuperable problems for the group, it has identified a plethora of technical issues ranging from pension fund policy to the possibility of dual pricing on petrol pumps.

But the real significance of the meeting is that it took place at all. For Shell's initiative reflects a broader debate about Emu that is emerging among some large UK industrial companies.

Although UK banks have been debating their own set of Emu-related challenges for some time, Shell's initiative is now matched in other non-banking groups such as ICI, British Airways, Unilever and Marks and Spencer.

According to Vincent Cable, chief economist of Shell International: "Three months ago we woke up to the fact that Emu was likely to happen – and we decided we needed to prepare for it."

But deciding just how any UK industrial company can actually "prepare" for Emu is far from easy. One problem is the sheer uncertainty. Although many companies now believe Emu could proceed as planned in 1998, this is far from definite.

And UK companies face the added problem of the government's ambiguous stance. It seems unlikely the UK will join Emu in 1998 but this cannot be ruled out. And the UK might still join at a later stage – perhaps in 2002 when euro notes and coins are finally introduced.

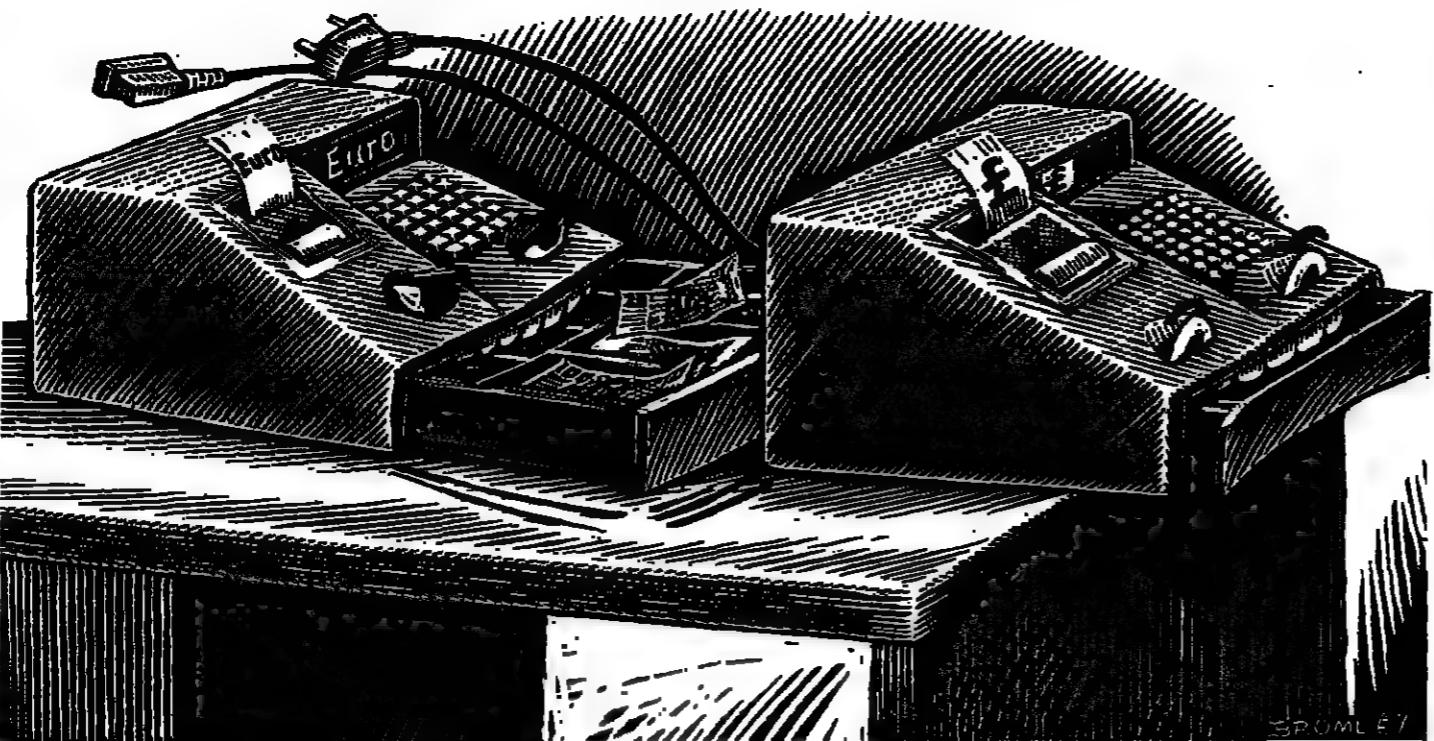
This uncertainty poses vast problems. Jo O'Neill, treasurer of Guinness, says: "I think there are just not enough details available for firm planning yet."

However, Shell decided to cope with the problem by imagining the impact of a host of scenarios – ranging from UK entry in 1998 to a complete collapse of Emu.

Some companies fear that waiting for a political decision is dangerous. For even if the UK stays outside Emu the consequences of France and Germany moving to Emu could still be felt within three years. Companies in continental Europe are already pushing ahead with preparations – meaning that if the UK does make a late decision to join, UK companies could be caught out.

As one UK group says: "It's a competitive issue. Maybe Emu won't affect us as much as our continental competitors – but we don't want to be caught short."

There is also the diffuse nature of the project. Emu potentially



affects not only treasury operations and accounting, but a whole body of IT and legal issues. The first point any UK company needs to consider, for example, is simply the impact of dealing with a new currency.

If the UK stays outside Emu, companies operating in domestic markets may not be affected by the euro. Even some exporters suspect it will initially pose few problems.

According to Christopher Purser, group treasurer for the engineering group Glynwed: "It will probably be just like another foreign currency – our treasury already copes with a lot of currencies."

But other companies, particularly those with subsidiaries in continental Europe, fear its impact may be more significant, partly because of the manner in which the euro will be introduced.

The scenario agreed by governments in Madrid last year envisages that the euro will initially only exist as a unit of account

between 1999 and 2002. National currencies will continue to circulate at "irrevocably fixed" exchange rates, until the euro notes and coins replace national notes and coins in 2002.

In theory, this means nobody can be compelled or prevented from using the euro until 2002. And some companies want to delay its use: one UK group has decided it will continue accounting internally in sterling up to 2002, even for its continental subsidiaries.

But there could be strong pressure on companies dealing with euro members to switch to the euro much earlier, at least for external business dealings.

This is partly because many of Europe's largest companies, such as the German group Siemens and Dutch company Philips, plan to switch to the euro in 1999. The UK chemicals group ICI thinks it will do the same. This could create pressure on smaller companies to change as well – possibly very quickly. "We will certainly encourage the use of the euro,"

says Ton Ruhe, director of corporate finance of Philips.

Meanwhile, the sheer size of the Emu area means the euro could gain significance in international trade – even in the UK. As Bryan Sanderson, head of BP chemicals, says: "I think the euro could quite quickly see the euro acting as a dual currency for UK business."

However, this switch will not be universal before 2002 because many government and consumer operations will remain denominated in national currencies. And so UK exporters could be forced to juggle complicated numbers – or use dual pricing.

Sir Brian Pearce, chairman of Lucas Industries, the motor and aircraft parts group, says: "Any company supplying into continental Europe will have to have a euro account [after 1999] – trade will be denominated in euros to a much greater extent than its constituent currencies."

This means companies may need to look at their banking arrangements. There are already

fears that processing euro payments through UK-based banks may be costlier than through continental banks if the UK stays outside Emu.

As Richard Freeman, chief economist of ICI, says: "Any sensible company should be looking at the cost of their treasury operations now."

The change also has implications for information technology, since computers will need to handle the euro for invoicing, accounting and possibly even pay bills. Freeman adds: "It is probably the biggest area which needs to be considered."

The IT problems vary significantly between sectors. Some companies have concluded that incorporating the euro is relatively manageable. British Airways, for example, believes its ticketing operations can cope with Emu fairly easily.

The issue is further complicated because Emu will clash with 2000, which in itself poses significant computing

problems.

Retailers face particular challenges if the UK joins Emu. It is planned that euro notes and coins will circulate alongside national currencies in early 2002. The prospect of coping with dual currencies has dismayed UK retailing groups such as C&A and Kingfisher. Meanwhile, Marks and Spencer and Tesco each estimate the IT costs of the changeover to be around £30m.

Aside from handling the currency, Emu raises a host of logistical problems. On the legal side, one key issue is the treatment of contracts denominated in a European currency.

The European Commission has pledged that contracts will not be disrupted by Emu, and plans to issue a legal framework to guarantee this next month. But many companies are now examining the small print of their contracts, particularly for long-term debts or bond issues.

Some have no debt which extends beyond 2000. Others have concluded that they will shun Ecu instruments, because of

uncertainties about how the Ecu will be converted into euros.

Meanwhile, others, like ICI, are considering whether to redenominate long-term debts in euros. In theory, bonds need not be redenominated before 2002. But Paris has already warned that it intends to switch over its financial markets as quickly as possible after 1999.

Another issue is treasury management. Emu should lead to significant cost savings for treasury operations. But Shell and other companies have concluded that it will also generate significant changes in areas such as pension fund portfolios.

Yet another issue is the treatment of shares. If the UK stays outside Emu, most companies will probably still be quoted in sterling. However, some large groups are considering entering a euro market, particularly if it is more liquid.

These debates remain

preliminary. Nevertheless, the crucial point from the analysis so far is that many UK companies cannot afford being affected by Emu – even if UK politicians shun the project.

Consequently, the question

now is whether enough companies will take the issue sufficiently seriously to avoid being hurt in 1999. Although the UK's industrial giants might be grappling with the issue, the key concern is whether the smaller companies are ready to follow suit.

Some British people have not

yet realised Emu is on the agenda," says Cable. "But if they don't start preparing there is a real danger they will be caught out."

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Burford Group

Nigel Wray, 48, and Nick Lester, 37, became partners in 1988 when Nigel took over the property company Burford Group and Nick stayed on as chief executive. They bought the Trocadero in 1984, which was demerged and floated last year. Burford made £15m in pre-tax profits in 1995.

Nigel: "The most important thing about any company is the person who is running it. If you've got a great business and an idiot in charge, the idiot will always win. Nick is an extraordinarily able entrepreneur so I leave it up to him."

He brings in the ventures and the deals whereas I get involved with the stock market side. It was Nick's idea to buy the Trocadero and mine to float it as an individual company. There's a certain amount of interplay although I'm primarily the financial strategist. He's surprisingly mature for his age. He sees things in the medium and long term, rather than a lot of young guys who want to make a fast buck today.

Somebody wanted to put a tit-and-bums nightclub in the Trocadero for a very big rent but Nick refused. When I heard that story I thought, 'how much?' then realised that's one of the reasons why Nick's so good. It would have made us a quick profit but in the long term it would have been wrong for the image.

He works much harder than I do. I think someone in an organisation needs to be relaxed and take a wider view, so I'm constantly trying to work less hard. There's a nice buzz about Burford because we both know what we're trying to accomplish and we're both very unpolitical."

Nick: "Like me, Nigel is an old Mill Hillian, although the age difference meant I knew of him long before he knew me. When he took over Burford it wasn't an aggressive bid so I was happy to stay on running the company. It was a case of 'smash it and see and something just clicked'.

He's an incredibly nice guy, with a tremendous grasp of ideas and a wonderful feel for the balance sheet. As a partner he knows when to get involved and when not to. He's more patient than I am. I want it all yesterday, whereas Nigel is happy to wait until tomorrow.

I learned very early on to say 'I haven't a bloody clue' when it comes to numbers. He once grilled me for six hours on an aircraft about a ground rent figure I'd given him. It was half correct, but half wrong, and by the end of the journey I was pretty fed up.

We share the same business philosophy and have similar lifestyles in that neither of us is flashy. We're not into corporate jets or grand company cars.

As chairman, he takes a more strategic look at the business. When I've made my first £100m I won't work so hard but I've got 11 years to catch up on him. I respect him incredibly. Even if he wasn't older and a bigger shareholder, I'd still hold him in the highest regard."

Fiona Lafferty

Keep conflict out of the office



Lucy Kellaway

Losing your temper is good for you. I read this in the paper the other day and felt comforted to see an expert extolling the benefits of a good wobble. He was writing about home, but now I learn that the same applies in the office.

According to Strategy & Business, the quarterly from Booz-Allen & Hamilton, conflict is good for work teams, too. The author points out that teams are not the harmonious groups of people with complementary skills that they are cracked up to be, but are riddled with conflict.

The best way of dealing with this conflict, she says, is to bring it to the surface. To that end she has developed models, matrices and workshops for the safe detonation of friction, so that teams can let it all hang out and creatively can prosper.

I am doubtful whether the matrix approach would do much for my grievances and petty

resentments; in any event I see one of my main skills as the ability to sit on these negative emotions. People who do not have this ability are a nuisance to work with; most of them tend to get the sack, while a small minority tend to become the boss.

Home is the place for tantrums and throwing saucepan lids; work is for work. Office life should be smooth and professional and that means suppressing conflict. If we all decided to voice even half the things we really feel about our job and our colleagues then going to work would become about as peaceful as visiting Bosnia. So much better to smile at your maddening fellow team members, concentrate on the job in hand and kick the dog when you get home.

An interesting document has made its way into my hands called Innovation Within the

(which us cognoscenti know means new product development) but of "Total Organisational Philosophy".

Unfortunately I can't afford to find out what that means. I possess a three-page summary of the report; the full version costs £7,500. That sum could keep your whole family in fat-free fromage frais for generations.

It has been a great week for the "total" concept. In addition to Total Organisational Philosophy, I have also just come across the

simpler but no less puzzling concept of Total Management. This autumn The Economist is running a conference called Total Management: Managing Cross-Functional Businesses. Now if Total Quality Management means doing things well, then does Total Management just mean doing things?

I can think of a superior title for a conference: Partial Management. This means only doing some things. Because managers are more likely to mess things up if they intervene than if they leave well alone, they should consider easing up and letting others get on with their work.

So Dixon appears to be in the doghouse for not following Greenbury on remuneration committees. I have some sympathy with Sir Stanley Kahn: so long as he does not set his own pay, I don't see why he shouldn't chair the remuneration committee. My boss sets my pay, after all. Equally I sympathise with the small company William Cook, which wrote in last week saying that it had no independent directors; instead of flapping about such issues it concentrates on its energies on making widgets.

The existence of an "independent" remuneration committee is no guarantee that pay rises will be reasonable, neither is the absence of such a committee in itself a sign that directors are feathering their nests.

Surly disclosure is the issue; and the powerful check comes from shareholders themselves and the media. I expect the rumpus last week caused by the moving expenses paid to a director of Matthew Clark is going to be more effective than any committee in making companies refrain from paying the boss nearly £200,000 to move from one Georgian pile to another 100 miles away.

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BUSINESS EDUCATION

Entrepreneurial spirit is on the increase at US business schools, says Victoria Griffith

Winner takes all



When students at the Massachusetts Institute of Technology's Sloan School of Management competed for the annual entrepreneurial prize a few years ago, it was usually in sporting fun. Students often entered with multiple ideas and scant preparation, regarding the competition as little more than a learning experience.

Today, the awards are treated with utmost seriousness. The prize has been increased to \$50,000 (\$33,000) this year, up from \$10,000 previously, and one mastermind of the 1996 winner - an Internet call server dubbed "Webline" - will take a leave of absence from Sloan to launch the business.

The change in attitude marks a new focus on entrepreneurship at business schools around the US. Students who once seemed destined for jobs with large companies are increasingly likely to strike out on their own.

Business schools are responding to the trend. Kellogg, the business school arm of Northwestern University, offers 11 courses in entrepreneurship, up from just three in 1991. The university says enrollment in the entrepreneurial classes jumped 86 per cent per cent last autumn compared with the previous year. Other business schools around the country - including Wharton, Stanford and MIT - have been expanding their programmes in the discipline, and many point to their venture capital clubs as the most popular clubs on campus.

A growing number of students are not waiting until graduation to

test their entrepreneurial skills. Many find business schools - with plenty of free advice and easy access to contacts - the perfect incubators for start-ups. The Wharton School has spawned at least four new companies this year.

"Business schools are having to be increasingly flexible to accommodate students who might want to take a light course load while trying to start their own business," says Joost Bonsen, who runs the entrepreneurship competition at MIT.

Societal trends are fuelling the interest in entrepreneurship. One

important factor is the growing insecurity students feel in the established corporate world. "It used to be that you got on the escalator and rode it to the top," says Irving Grouse, a professor at Stanford University's business school. "But now, someone might kick you off midway. Downsizing means there's no longer the same loyalty to large companies."

Students may also hope to repeat the success of Netscape and Yahoo - two Internet companies that rapidly struck gold. The advent of the "virtual corporation" has also

made life easier for start-ups. Executives can run a sophisticated operation from a desk at home and still feel connected to clients, suppliers and investors.

Some entrepreneurs say they strike out on their own to achieve more flexible scheduling. Women and minorities - who are attending business schools in growing numbers - fear that they will soon hit a glass ceiling in the traditional corporate world. "Starting my own business gives me flexibility in my personal life and means I don't have to feel that being a woman

and having a family will limit my success," says Addie Swartz, a Kellogg graduate who operates a children's software consultancy.

Yet the growing interest in entrepreneurship poses a dilemma for the business schools, which are more famous for honing focused skills such as marketing and investment analysis. Some observers doubt that entrepreneurship - which depends on a willingness to take risks that seems inborn - can be taught at all. Yet business schools insist it is possible to create an effective curriculum.

"You cannot teach someone to become a Bill Gates, just as you cannot teach someone to compose like Beethoven," says Howard Stevenson, a professor at Harvard's Graduate School of Business Administration. "But you can teach someone notes and scales, give them the tools they need to become a composer. And you can teach the tools people need to be entrepreneurs: how to come up with a business plan, basic fund-raising mechanisms. The key is to teach students to be generalists, because an entrepreneur has to handle all aspects of the company."

Other schools try to instill the right attitude. "It's important for students to see the successes, but it's also important for them to see the failures," says Kellogg professor Steven Rogers. "That way they know if it doesn't go right, their lives are not going to end. For a lot of people at business school, who've never faced failure in their lives, that's very important."

Rewards for potential

Being a 'clever clogs' is not enough for success

What makes a successful manager? Is it entrepreneurial flair or a head for figures? Is it technical know-how or personal charisma? Those doubt that entrepreneurship - which depends on a willingness to take risks that seems inborn - can be taught at all. Yet business schools insist it is possible to create an effective curriculum.

Such are the sort of questions posed every year at Cranfield School of Management, in the UK, to determine which of that year's full-time master of business

administration (MBA) students should receive the Odgers Prize as potentially the group's most successful manager.

The prize was devised by Ian Odgers, chairman of Odgers, headhunters. His view was that there should be a prize which recognised more than just academic brilliance when selecting students who have gone round canvassing for votes, says Leo Murray, director of the school. "Whatever the final result," says Murray, "being short-listed by their peers is the greatest single accolade."

Students in the final interview phase, the shortlist is drawn up by the other MBA students on the course, and some years competition is so fierce that students have gone round canvassing for votes, says Leo Murray, director of the school. "Whatever the final result," says Murray, "being short-listed by their peers is the greatest single accolade they could achieve."

Della Bradshaw

'Being short-listed by their peers is the greatest single accolade...'

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BUSINESS TRAVEL

Travel News · Roger Bray

Liability curbs end

Improved compensation could be on the way for passengers injured in airline accidents - and for the relatives of those killed. Leading airlines have proposed that liability should no longer be limited by international agreement but should reflect awards made by courts in the country where the traveller lives.

The existing limits on airline liability under the Warsaw Convention are \$75,000 (248,837), in the US, doubtless in Europe and \$850,000 in Australia for

example. These amounts may not be adequate to compensate for the loss of a high earner. To get more you must take costly legal action to prove negligence, but under the proposed new system passengers will no longer have to show that the airline is at fault.

The limit has been kept low in the US, with its culture of litigation, by the assumption that everyone there will sue anyway in the event of an accident.

The International Air Transport Association says 52 member airlines, including most of the

world's biggest carriers, have agreed the change.

Ethiopia warning

The UK Foreign Office has warned travellers to be vigilant in Ethiopia, where bombs have been going off at hotels in the capital, Addis Ababa. An explosion in the Wab Shabelle hotel earlier this month is reported to have killed one person and injured 11 others, including a European.

It is believed the bombs may have been planted by Ethiopian Somalis from Ogaden, where separatists have been fighting a battle for autonomy.

Typhoid alert

The former Soviet state of Tajikistan, in central Asia, continues to suffer from an outbreak of typhoid. The World Health Organisation reports between 30 and 40 new cases every day.

The outbreak has been blamed on ageing and badly maintained sewage systems which overflowed after heavy rains earlier this year, contaminating drinking water.

India takes off

Competition continues to pump oxygen into India's once-dormant domestic airline industry.

Jet Airways has just launched services between Delhi and Calcutta, completing the triangle which includes Bombay. Flights on the new route operate twice a day in both directions, allowing business travellers to make day trips. The airline operates 11 Boeing 737-300s and 737-400s on 23 routes.

Flight times fall

International airlines could start commercial flights over North Korea as early as December, cutting journey times from Europe and the US to Asian cities.

This follows agreement by

the Pyongyang regime,

which is believed to be keen to earn revenue from flights through its airspace.

Airlines hope that new, more direct, routes to destinations such as Hong Kong and Seoul could be established permanently from next year.

The move could benefit passengers on up to 60 services a day, including those between North America and cities such as Taipei.

Airlines may at last be able to offer non-stop flights from Chicago and Toronto to Hong Kong. British Airways, which diverts its flights south over Japan, says it would cut journey times by up to 90 minutes

Likely weather in the leading business centres

	Mon	Tue	Wed	Thu	Fri
London	25	26	27	28	29
New York	28	29	30	31	31
Tokyo	24	25	26	27	28
Frankfurt	26	27	28	29	30
Paris	27	28	29	30	31
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Frankfurt	26	27	28	29	30
Paris	27	28	29	30	31

BEIRUT DAMASCUS Amman 0345 320100

Amon Cohen on Delta's plan to aid laptop users

More power to your elbow

More business travellers are using their laptops while airborne, even though work grinds to a halt when the battery runs flat.

Delta Air Lines thinks it has found the solution: it claims to be the first carrier to offer an in-flight power source for laptop computers.

It is offering the complimentary facility, EmPower In-Seat Power Supply, to first-class passengers on one of its domestic Boeing 767s for a six-month test.

The EmPower system, developed by Olin Aerospace Company of Washington state, provides a power source directly at the seat via a standard interface cable, which allows passengers to operate and recharge while in the air.

Since each seat also contains a telephone, passengers can use the new facility to send and retrieve e-mail, although they need to provide their own connecting cables.

This news from Delta marks the latest move by airlines towards providing an office in the sky. Many US and Asian carriers offer

outgoing telephone services and some take incoming calls as well. A few airlines also have on-board fax machines.

Within Europe, it is difficult to find any telephone services at all. The 757 on which Delta is conducting its laptop test will be a guinea pig for another experiment later this year.

Flights between the UK and South Africa are getting cheaper.

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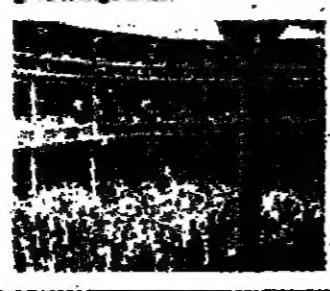
Flights between the UK and South Africa are getting cheaper.

Within Europe, it is difficult to find any telephone services at all. The 757 on



LONDON

On Wednesday Shakespeare's Globe (below) finally opens on Bankside. A short prologue session of *The Two Gentlemen of Verona* runs until September 15, with the Globe's artistic director Mark Rydence (left) in the role of Proteus. The aim is to present the works as authentically as possible. Admission for the groundlings is £25.



ARTS

EDINBURGH

The main theatre highlight this week at the Edinburgh Festival will be Carles Santos's *L'espagnola怨の歌* (left) in the role of Desdemona. It is performed in Catalan by an artist who has been compared to Pedro Almodóvar. It opens at the King's Theatre on Friday. James Macmillan's (left) first full-length stage work, *Ines de Castro*, is premiered by Scottish Opera at the Edinburgh Festival Theatre, also on Friday. Macmillan's libretto is based on a play by John Clifford, telling a story of love, politics, murder and revenge in 14th century Portugal. Helen Field heads the cast in a staging conducted by Richard Armstrong.

HELSINKI

The 1996 Helsinki Festival opens on Wednesday with the world premiere of a new opera, *Uloa*, and a short play of *Die drei Säulen* (the middle one, *Die drei Säulen*, is a new production by Thomas Kett. The festival's winter attractions include Haydn's *L'Europa riconquistata* (above) and a new version of Mozart's *Die Schwiegertochter*, performed by the Zurich Opera. *Salomé* (right) is a new production by the pianist Gérard Souzay, also this evening.



Edinburgh 96

Recitals to be compared

Two bass-baritones sang Edinburgh recitals last week: Bryn Terfel, the Welshman and toast of the whole operatic world, to a packed Usher Hall on Thursday night, and the veteran Finn Tom Krause to the no less packed – but much smaller – Queen's Hall the next morning. They even sang two of the same Schubert songs. Much to enjoy in each recital; much to think about in the comparison.

Terfel is in magnificent young voice. One might say in his prime, but that would be to preempt judgment about the next decade or two. He is so remarkable a performer and artist that he may astonish us with new levels of maturity. His natural ebullience and buoyancy remind me of nobody so much as the Krause of 30 years ago. Now, Krause at 62 is a dignified, warmly engaging artist with reduced vocal means (he pleaded a slight throat infection, but the voice has been audibly ageing for some time).

Nonetheless at the end, like Terfel with his lusty Vaughan Williams songs, Krause rose to commanding power – as much interpretative authority as force – with Mussorgsky's *Songs and Dances of Death*. Earlier his Schubert songs had been beautifully sketched (though one had to play join-the-dots a bit), his Strauss ones genuinely moving, his Sibelius group naturally easy and heartfelt. His marked Finnish accent in German is appealingly down to earth.

Terfel's display was triumphant, even triumphal. He played with the audience, praised the hall, sang a Welsh encore to the audience seated behind and above him on the stage. He applied all his operatic resources to his Schubert *Lieder*. Only a performer with his supercharged charisma could have got away with acting out "Die Forelle" so elaborately; but he did impersonations for the first-person singers of "Rastlose Liebe" and "Ganymed", too, which struck me as both original and vividly apt.

He misjudged how far his dramatic pianissimo would penetrate (in fact it was nearly inaudible in row C). His German is excellent; in French – he characterised Ibert's *Don Quixote* songs with great imagination – he sings nasal "on's" exactly like "an's", which needs correcting before he finds himself making unfortunate puns. Terfel's superb diction is almost an unnecessary bonus, but he might as well get it completely right.

David Murray

By the end of summer, just as Michael Jackson sweeps into view for his first Prague concert, the Czech Republic will have its first megastore devoted to entertainment. To western eyes it represents a small step down the road to consumerism. But in Prague – where pop culture was frozen on until seven years ago – the opening of Bontonland marks the coming-of-age of an independent electronic entertainment industry.

Situated on prime site in Wenceslas Square, Bontonland will sell compact discs, videos, electronics, food and drink. It is the latest chapter in the success story of Bonton, a Czech company which has profited from the post-communist vacuum in home-grown music and entertainment. In the six and a half years since the Velvet Revolution, Bonton has developed from a four-man band into a conglomerate of 15 companies embracing radio, film and music. Its turnover in 1995 was Kčs700m (£18m), a figure which will nearly double in the current year.

Like other commercial ventures in newly-democratised eastern Europe, Bonton paid bargain prices for assets bequeathed by communism – notably the back catalogue of the former state record company, Supraphon. But unlike numerous counterparts elsewhere, it never sold out to foreign control in the post-revolutionary scramble for investment and growth. Only 27 per cent of its shares are owned by foreign institutions. As such, Bonton is an all-too-rare case-study in how to thrive and maintain independence in the transition from communism to capitalism.

Bonton is the brainchild of Martin Kratochvil, a jazz musician who studied in the US after the 1988 Soviet invasion of Czechoslovakia. On his return in the late 1970s, Kratochvil founded a recording studio, initially to produce his own music for film and television: the authorities turned a blind eye because they thought jazz, unlike rock and roll, was not dangerous. When Czech communism collapsed, Kratochvil had a commercial edge over his competitors. Not only did he own ready-to-release master tapes, he was also a friend of Václav Havel, leading dissident and future president. Bonton's first recording was of Havel reading his protest play *Audience*. People queued to buy it, and sales reached 100,000.

Six months later, when the Rolling Stones visited Prague, Bonton negotiated a licensing deal for their *Steel Wheels* album. Although it sold at three times the price of other records, there was no shortage of buyers. Cash in hand, Kratochvil and brother-in-law Michael Korab dived into other investments. Teach-Yourself-English on cassette was followed by *Tank Battalion*, the first privately-produced film in the former Soviet bloc.

Martin Kratochvil: the brainchild behind Bonton who snapped up the former state record company Supraphon and its priceless archives

Boom-time for Bonton

Andrew Clark reports on a Czech success story in the electronic entertainments business

The timing was perfect. Based on a popular anti-communist novel by the dissident Czech writer Josef Skvorecký, the film was an instant box-office hit. Worldwide rights for Bonton's second movie were snapped up by Columbia TriStar. Kratochvil used the profits to found Prague's first commercial radio station, and from there it was but a short step to video. Bonton now controls 42 per cent of film distribution in the Czech Republic.

Its latest success is the country's first cinema complex, Galaxie, with 10 screens, plus restaurants and other facilities, it snatched a third of Prague's cinema business within weeks. Citing a 50 per cent slump in cinema admissions since the revolution, Kratochvil sees the Galaxie as a marketing tool to drive the Czech cinema industry out of depression.

But the jewel in Bonton's crown is Supraphon. Under communist rule, Supraphon had a virtual monopoly on record production, music publishing and retail outlets. It was a slow-moving bureaucracy which followed the Party line. But thanks to Jaroslav Seda, artistic director

between 1983 and 1978, Supraphon built an archive of recordings of music by Czech and Slovak composers, at a time when standards in Czech musical life were at an all-time high.

In 1990, deprived of state financial support in the new free-market world, Supraphon collapsed.

Havel and other luminaries were anxious that such a valuable national resource should remain in Czech hands. When Bonton took majority control in 1993, it inherited Kčs180m of debt and a legal headache: most of Supraphon's 142 shops were the subject of property restitution claims, and Bonton ended up with 23. But it also inherited 70,000 master tapes – a treasury of Czech music from the baroque era to the present.

After divesting its publishing and retail arms, and handing over its pop interests to Bonton Music, the reconstituted Supraphon set to work on the archives. Its recordings sell for less than foreign imports, making them particularly attractive for tourists. And with improved marketing and distribution, exports now account for 25 per cent of sales. Supraphon has also returned to

its traditional role as a record producer – partly to showcase up-and-coming Czech artists, partly to provide a continuous archive for posterity, and partly to plug important gaps, such as music by Schnhoff and Fibich. This, rather than Mozart and Beethoven, is where Supraphon finds its niche.

B

ut Bonton's priority is to make money – and given the international slump in sales of new classical recordings, Supraphon's profitability lies in its back catalogue.

Re-issuing a vintage Janáček opera on CD, in good stereo sound from the 1960s, costs 10 per cent of the cost of a new set. Supraphon's 1996 budget for new recordings amounts to a mere Kčs8m (£200,000) – of which nearly half comes from commercial sponsors.

With Supraphon now established in the Bonton stable, television is the only electronic entertainment market which Kratochvil has yet to crack. But the question remains: why has he succeeded where thousands of other entrepreneurs have gone

boom-and-bust? Kratochvil, so far, has the advantage of being first off the mark in a small, well-contained market. Having friends like Havel was a help, and he pays tribute to the way the Czech privatisation programme was implemented: "It was clear-cut, with no conditions attached – unlike other east European countries, where there have been attempts by the state to keep an influence in companies after the sale."

Kratochvil was wise enough to recognise his own commercial inexperience. After the initial boom, he brought in American business graduate Mick Hawk, who installed the necessary financial disciplines. But he recognised that Bonton had to take risks to profit from the vast opportunities in the newly-privatised Czech market-place. "We poured all our money into *Tank Battalion*," recalls Hawk. "It had to be a success. And from that came all the other ventures."

Supraphon was another huge risk: before the purchase, Hawk had little idea of its assets and liabilities, and many observers predicted it would drag Bonton into bankruptcy. But two months

after paying Kratochvil for Supraphon, Hawk sold the Japanese distribution rights to Nippon Columbia for nearly five times that amount, in what he calls "the deal of the century". We grew so quickly, but the growth was fuelled by cash flow. We've also tried to play the Czech card as strongly as possible, because that's where our advantage lies. In every field, our only competitors are foreigners."

By the end of 1994, Bonton was ready to widen its financial base, raising £6.5m in a private share placement which saw the value of the original shares jump from £200 to £25,000. The company has yet to pay a dividend, but it hopes to go public next year.

Hawk says the key to Bonton's success is its focus on entertainment. "There have been endless possibilities for investment these past six years, and Martin (Kratochvil) would have loved to try them all. But too many companies in eastern Europe have gone out of business because they went crazy, expanding into areas they couldn't manage. They lost their focus. We have stuck to what we know, and it's been a great ride."

Toulouse-Lautrec, all drawn from the museum's holdings of the artist's work. The display features portraits and figure studies in oil and gouache, ink and colour chalk drawings of animals and circus subjects, and the famed posters and prints Lautrec made to publicise Parisian performers and nightspots, including the Moulin-Rouge; to Sep 22

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the exhibition travels to St Louis and London; to Oct 13

■ BOSTON

EXHIBITION

Museum of Fine Arts Tel: 1-617-267-9300

● Gauguin and the School of Pont-Aven: this exhibition features 80 oil paintings, 30 works on paper and four sculptures, including works by Gauguin, Bernard and 18 other artists associated with Gauguin's presence in Brittany; to Sep 15

■ BREGENZ

OPERA

Bregenzer Festspiele – Festspiel und Kongresshaus Tel: 43-5574-4920

● Fidelio: by Beethoven. Performed by the Wiener Symphoniker, the Sofia Chamber Choir, the Choir of the Russian Academy Moscow and the Bregenzer Festspielchor. Soloists include Susan Anthony, Marietta Kemmer, Adina Nitescu, Wolfgang Fassler, Walter Fink, Jürgen Freier, Sergei Leiferkus and Alan Titus. Part of the Bregenzer Festspiele; 8pm; Aug 20, 21, 22

■ CHICAGO

MUSICAL

Candlelight Dinner Playhouse Tel: 1-708-496-3000

● Seven Brides for Seven Brothers: by Kasha & Landay. Directed by David Perkovich and performed by the Candlelight Dinner Playhouse. The cast includes Kathy Veykko and Robert

Gallagher; Wed 2pm & 8.15pm, Thu, Fri 8.15pm, Sat 4.15pm & 9.30pm, Sun 2.25pm & 7.30pm; to Oct 20 (Not Mon)

■ COLOGNE

EXHIBITION

Römisches-Germanisches Museum Tel: 49-221-2214438

● Felix Agricola: this exhibition features images of members of the family of the Roman Emperor Augustus. Among them is Agricola, who founded the city of Cologne. Exhibition on the occasion of the 50th anniversary of the Römisches-Germanisches Museum; to Oct 27

■ EDINBURGH

OPERA

Edinburgh Festival Theatre Tel: 44-131-5296000

● Ines de Castro: by James MacMillan, after the play Ines de Castro by John Clifford. World premiere, conducted by Richard Armstrong and performed by the Scottish Opera. Soloists include Helen Field, Elizabeth Byrne, Jeffrey Lawton and Stanford Dean. Part of the Edinburgh International Festival; 7.15pm; Aug 23, 25

■ HAMBURG

CONCERT

Musikhalle Hamburg Tel: 49-40-346920

● Symphonisches Nacht: the Hamburger Symphoniker, conducted by Plácido Domingo, perform overtures and

intermezzos. Part of the Hamburger Opernwoche; 8pm; Aug 21

■ LONDON

EXHIBITION

National Gallery Tel: 44-171-7372885

● Degas: Beyond Impressionism: this exhibition features the late work of Edgar Degas. Degas achieved fame with his pictures of the ballet and the racecourse, but he continued to work long after this period, often experimenting with new techniques and subjects; to Aug 26

Tate Gallery Tel: 44-171-8578000

● Mountain Gloom, Mountain Glory: this exhibition celebrates the enduring enthusiasm for mountain scenery felt by J.M.W. Turner and other British artists.

Selected from both the Turner Bequest and the Tate collection, this display of watercolours shows the changing role played by mountain landscape in the art

of the mid-18th to late 19th centuries; to Oct 6

■ THEATRE

Barbican Theatre Tel: 44-171-6384141

● Richard III: by Shakespeare. Directed by Steven Pimlott and performed by the Royal Shakespeare Company. The cast includes David Troughton; 7.15pm; Aug 21, 22

■ NEW YORK

CONCERT

Avery Fisher Hall Tel: 1-212-975-5030

● I Solisti Veneti: with conductor Claudio Scimone and soprano June Anderson perform works by Boccherini, Vivaldi and Albinoni. Part of the Mostly Mozart Festival; 8pm; Aug 20

■ EXHIBITION

The Metropolitan Museum of Art Tel: 1-212-580-5500

● Toulouse-Lautrec: exhibition of more than 100 works by

Toulouse-Lautrec, all drawn from the museum's holdings of the artist's work. The display features portraits and figure studies in oil and gouache, ink and colour chalk drawings of animals and circus subjects, and the famed posters and prints Lautrec made to publicise Parisian performers and nightspots, including the Moulin-Rouge; to Sep 15

■ MADRID

EXHIBITION

Palacio de Velázquez Tel: 34-1-573-62-45

● Cindy Sherman: exhibition of about 70 photographs



Michael Prowse · America

Supply-side revival

The US and other countries could benefit from a return to the tax-cutting philosophy of the 1980s

Mr Jack Kemp's presence on the Republican presidential ticket has revived interest in "supply-side" economics – the tax-cutting creed of the Reagan era. He gained fame in the late 1970s as one of the congressional sponsors of legislation proposing a 30 per cent cut in tax rates over three years. The revolutionary plan was the inspiration for President Ronald Reagan's sweeping tax cuts of 1981.

Critics tend to dismiss the supply-side episode as a disillusional exercise in wishful thinking. History, they say, has soundly refuted the optimistic claims of the gurus who influenced Mr Kemp, such as economist Arthur Laffer and journalist Jude Wanniski. Tax cuts did not pay for themselves. They produced record budget deficits, lowered the savings rate and undermined the living standards of future generations. The last thing anybody needs is a replay of the 1980s.

Such a caricature is somewhat unfair. For all its occasional hyperbole, the school deserved enormous credit for stimulating a global rejection of confiscatory rates of taxation. Recall that when Prof Laffer drew his famous curve on a napkin in a Washington restaurant in the mid-1970s, the US had a top income tax rate of 70 per cent.

The top rate in many industrial countries was above 90 per cent. If the old surcharge on "unearned" income is included, the UK's top rate was an absurd 98 per cent. Yet mainstream economists, to their eternal disgrace, did not demand reform.

Prof Laffer's basic argument was simple. Government gets no revenue at a tax rate of zero. It would also get no revenue at a 100 per cent tax since nobody would bother to work. Thus there must be some intermediate rate at which revenue is maximised. Raising

tax rates beyond that critical point would reduce revenue. For some income groups, he argued, the US had reached this zone of diminishing returns.

He was right. In the 1980s the share of taxes paid by the wealthy did indeed rise as the top rate declined. Critics respond that this happened only because the incomes of the rich rose even faster than the tax rate fell. Of course, but incomes would not have risen so rapidly but for the tax cut.

The basic insight of the supply-siders – that human behaviour changes in response to tax rates – was correct.

It was not just that taxpayers worked harder and longer – the kind of effect that had been emphasised in the 1970s. Equally important, they exposed more income to taxation: for example with a top rate of 70 per cent, many people took untaxed fringe benefits in lieu of salary. When the top rate fell to 28 per cent in 1986, they took cash instead.

The surge in the reported income of the wealthy was thus in part illusory: much of the income existed

all along but previously had not been taxable.

Thanks to policies advocated by supply-siders, economists now know that the revenue-maximising tax rate is 40-50 per cent. Mr Reagan's broad tax cut in 1981 did not pay for itself because many people were already paying tax at lower rates. But its impact on deficits was smaller than critics have alleged, as Mr Lawrence Lindsey, now a Federal Reserve governor, ably showed in *The Growth Experiment* (Basic Books, New York 1990), an analysis of the supply-side record.

Mr Lindsey found that supply-side "feedback" effects reduced the direct revenue loss from tax cuts by about a third – slightly more than assumed in the modest Dole-Kemp tax plan. Tax cuts accounted for only about 30 per cent of the increase in the deficit between 1980 and 1983 (the year the US deficit peaked). The rest was higher spending – and not just on Mr Reagan's military build-up.

Social spending on "entitlements" such as pensions and healthcare – which accounted for a larger fraction

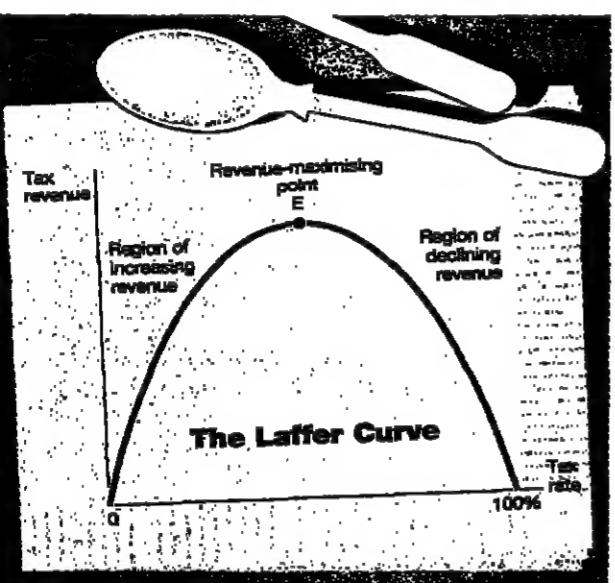
of the budget – also surged in the early 1980s. The tax share of gross domestic product dipped only temporarily; by 1990, thanks in part to tax increases in intervening years, federal receipts were 19.1 per cent of national income, compared with 19.4 per cent in 1980.

Should supply-siders be blamed for the deficits that eroded faith in their policies? Arguably not. Had Republicans controlled the House of Representatives (as they almost certainly will, should Mr Dole be elected), they would have insisted on cuts in social spending to offset tax cuts and higher defence spending. But as it was, deficits were the price Mr Reagan had to pay for achieving his other goals.

And they no longer look

so terrible by the standards of other countries. According to the OECD, the US general government deficit (which includes all tiers of government) peaked at just over 4 per cent of GDP. That is comparable to recent deficits in Japan and Germany and far lower than those in France and the UK, which peaked at 6.1 per cent and 7.8 per cent of GDP respectively. And deficits that partly reflect low taxes are surely preferable to those that reflect permanent mass unemployment.

But since US tax rates (even after the Clinton increases) are now at or below the revenue-maximising level, is Mr Kemp needed? Yes: the goal of government should not be to soak taxpayers to the greatest degree possible. Today's top tax rates of 40 per cent (excluding state and local taxes) distort economic decisions and impose significant efficiency losses. Even if Mr Dole's 15 per cent cut were implemented, marginal rates would still be higher than in the late 1980s. The work of supply-siders is far from done.



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LETTERS TO THE EDITOR

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Symbol of UK's paradoxical attitude to the European Union

From Mr David Vigar

Sir, The Foreign Affairs Select Committee report on Europe ("Isolated EU position forecast", August 15) neatly symbolises Britain's paradoxical attitude to the European Union.

On one hand it warns against isolation; on the other it defends the policies that lead to it. The position is logically and politically unsustainable. Neither MPs nor government can go on doing the splits for much longer.

The other EU nations are determined to take joint action in a number of new areas and to increase the number of decisions taken by majority vote. Either Britain negotiates seriously on these issues or she moves away from full membership into something like associate member status.

But before we consign ourselves to the second division we should consider whether the proposals are as fiendish as they are assumed to be – and whether we might not

actually benefit from participating and helping to shape the outcomes.

For example, because he objected to the European Court's role, Michael Howard delayed the full operation of Europol, an agency set up to catch drug smugglers and illegal immigrants. It appears we would rather be soft on crime than soft on Europe. The idea of an EU-wide immigration policy is presented as the work of the devil and yet it could well mean a properly policed external border and a tough set of commonly agreed rules. Given Germany's recent record on immigration, an EU approach could actually mean being tougher.

As for majority voting, without it UK firms would not now have access to European markets. Mrs Thatcher knew that when she voted to remove national vetoes on the single market. The anti-fraud programme that Britain is promoting will have a much tougher position.

David Vigar,
director of communications,
European Movement - UK,
Dean Bradley House,
52 Horseferry Road,
London SW1P 2AF, UK

Executives in law firms

From Mr Paul Millett

Sir, I think you will find that the trend for appointing non-lawyers to non-executive positions within law firms has been evident for some time (People: "Solicitors pick non-lawyer", August 15).

John Jackson was appointed our chairman in April 1992. I believe it was the first appointment of its kind. Among our public company directorships he is chairman of Ladbrooke. John chairs all our partnership and management board meetings. His office is in our building so we have ready access to him.

We would recommend that any commercial law firm of significant size considers such an outside appointment. John's experience has been helpful in bringing a businessman's perspective to our practice of the law.

Paul Millett,
partner,
Mishcon de Reya,
21 Southampton Row,
London WC1B 5HS, UK

National Grid

From A. M. Ruston

Sir, Is it coincidence that the regulator has published his new proposals for the National Grid ("Watchdog 'outrages' National Grid", August 14), long after the original owners have unloaded their shares on to the unsuspecting public?

I foresee another group of "Sids".

A. M. Ruston,
83 Riverside Gardens,
Romsey,
Hampshire SO51 8HN, UK

At a clogged crossroads

ON THE BEATEN TRACK

It was not quite what the London Tourist Board wanted to hear. London's West End area was "repellent"; it was "filthy". If you avoided treading on a sleeping vagrant you were likely to slip on beer dregs or worse.

The disenchanted observer speaking his mind recently was Trevor Nunn, one of the UK's leading theatre directors. He was no more flattering about the dramatic output of the theatres that spread out from the city's focal point, Piccadilly Circus, describing it as "pusillanimous" and "superficial".

For the tourist board this was a particular blow to the heart. It cannot promote London for its weather or its charm. Instead it promotes its culture, especially its historic monuments and museums, and its theatres. One in three of the record 11.9m tickets sold in the West End last year went to a foreign visitor, and another third to UK tourists.

Fortunately the board can afford to brush off Trevor Nunn's attack. Last year a record 23.6m visitors came to London, more than 13m of them from overseas. This was an appreciable increase over the 20.1m in 1994. This year is looking even busier, with more than 26m tourists anticipated, pumping £6bn into the capital's economy.

The London Tourist Board wants more, but there are already signs that the pressure of tourists, at least at certain times of the year and in certain locations, is causing strain and stress. Trevor Nunn's outburst was just an expression of the feeling that London is becoming clogged.

Mr Neil MacGregor, the director of the National Gallery, whose Trafalgar Square building is hemmed in by tourists spilling over its narrow exterior pavement, speaks for many. "It is not the number of tourists. By tiny adaptations we can cope with more visitors. It is the lack of a transport policy for London; a public space policy for London, that causes the problems."

London is notorious for being a world capital without a mayor. The absence of a powerful figure to represent, and oversee, the whole

London is feeling the crush of record numbers of tourists, says Antony Thorncroft.



Trading upmarket: bargain-hunters at Camden Lock

city creates a feeling of malaise, of irresponsibility. London faces a crossroads: some modest changes would make life more enjoyable for the current number of visitors and enable more to be happily absorbed.

Modest changes are under way. The National Gallery processes 4.6m visitors a year by opening later on Wednesday evenings and earlier on Sundays. But this hardly improves its immediate environment. It is supporting with enthusiasm plans from Westminster Council, backed by English Heritage, for a pedestrianised area between the gallery and Trafalgar Square. There are also ambitions to pedestrianise Parliament Square, which fronts the Houses of Parliament and Westminster Abbey.

But pedestrianised areas can create their own problems. One of the insoluble ironies of tourism is that improving the environment attracts more visitors. Nearby Leicester Square has been smartened up in recent years, with the result that it has become a *paseo* for London. The crowds attract street entertainers and traders, who attract more tourists, who attract petty criminals. An area can go from happy throng to claustrophobic mess quite quickly.

If London suddenly seems overcrowded it is a tribute to its recent ability to push up visitor numbers. It is particularly appealing to younger tourists. There has been a pronounced loosening of controls by the authorities: more bars and clubs have late-night drinking licences. Warm summers have created a cafe society.

London has become a haven for the gay community.

For the first time since the 1960s London is hip. This has turned Soho at the weekends into one big party – with the consequence of unsightly rubbish strewn across the district by Sunday mornings.

Leicester Square and Soho can just about cope. Further north in Camden the strains are showing. Camden Town has become the greatest magnet in London for the young, attracting 10m visitors a year who crawl into a short half-mile stretch of street from Camden station to Camden Lock to buy cheap clothes and ethnic curiosities.

Camden, which has just appointed its first tourism

director, has realised it is breeding a monster. The hope is that the traders will go slightly up-market, attracting fewer but freer-spending tourists.

Like other London boroughs it does not want to frighten away tourists. It wants to spread them around the year, and direct them to more sedate sites, such as Kenwood House and the Sir John Soane Museum. London is rich in overlooked treasures – the Wallace Collection, Kensington Palace, Ham House, the Courtauld Institute – but tourists, with their cramped schedules, have an annoying habit of hunting in packs.

The problem of inadequate facilities to cope with increased numbers is particularly acute at the Tower of London, the capital's main heritage site, with 2.5m visitors a year and rising. "Squalid" and "sewer-like" are not Trevor Nunn's description of the environs of the Tower but those of its governor.

However, a £50m development project involving the Tower, local Tower Hamlets council, and private developers is in train, which aims to smarten the landscape, improve access and fill the moat with water. Its achievement – like the plans for Trafalgar Square and Parliament Square, like the British Museum's scheme to improve the flow of its 6m visitors with the creation of a new Great Court; like the Tate Gallery's development of London's first museum of 20th century art on a revitalised Bankside, south of the Thames – depends on lottery funding.

London may lack the political will to improve its facilities and environment but, thanks to the lottery, it has the cash.

There is, however, one London tourist attraction which is quite happy with crowds. Madame Tussauds is the main paying tourist attraction in London, with 2.7m visitors in 1995, 70 per cent of them from overseas.

They actually like to queue; anything less than an hour's wait cheats them of a battle honour to impress friends back home.

This is the fourth in a series on places changed by mass tourism.

لسان العرب

COMMENT & ANALYSIS

FINANCIAL TIMES

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Monday August 19 1996

Missed chance in Indonesia

When President Suharto of Indonesia delivered his state of the nation speech last week, he had a chance to address the critical issues currently facing his country. Jakarta has just seen its worst political violence in 20 years. There is also growing concern about the health of the 75-year-old president after 30 years in office, and the lack of an obvious successor to take over in the event of his demise.

The disturbances have unsettled foreign investors, on whose goodwill the country's prosperity depends. While the economy continues to expand at a rapid rate – by 8 per cent last year – there is a danger of overheating. The current account deficit is 3.3 per cent of GDP; foreign debt is more than \$100bn. It needs a steady inflow of foreign capital to finance that borrowing, not a crisis of political confidence.

Yet in his speech, Mr Suharto failed to produce any reassuring answers. On the political front, he finally rejected calls for democratic reform. There was no ease for the creation of new political forces, he said. The present three-party system, in which the ruling party faces two token opposition parties, was perfectly adequate. He simply dismissed the international anxiety by saying: "Political and economic stability have been restored."

Political crisis

Few would agree. Indeed, many observers would argue that Mr Suharto himself precipitated the latest political crisis, by engineering the dismissal of Ms Megawati Sukarnoputri as leader of one of the official opposition parties. Until that moment, she scarcely represented a serious threat. Now this matronly and uncharismatic daughter of Sukarno, the country's first post-independence leader, has suddenly changed from being the leader of a puppet party to become a symbol of resistance.

Indonesia's stability and prosperity matter. This is the fourth most populous nation in the world, and an important destination for foreign investment.

Watchdogs learn to bite

This summer the regulators of all the large UK utilities have been baring their teeth, growling, and showing a surprising turn of speed as they try to shepherd their charges towards the market. Not surprising, the companies dislike being herded in this direction. They show this in different ways: by trying to charge excessive prices for common services such as gas pipelines or the electricity grid, by setting obstructive conditions for new entrants, by exploiting the customer base to freeze out competitors or by failing to invest in systems to create a market.

Therefore the regulators have become much more interventionist and have taken wider powers than was envisaged when British Telecom was privatised 12 years ago. It was then hoped that the watchdogs would emerge from their kennels every five years to set price targets and bark infrequently between reviews.

Light regulation, it was argued, would motivate utilities to seek profits from greater efficiency. But, partly because of public pressure, the regulators were never so docile. Now it is clear that the laws under which they were established were deeply flawed, for two reasons.

First, the extent to which competition might help to curb prices and profits was grossly underestimated. British Gas, for example, was expected to continue as a benign private monopoly, serving the public interest as it had done before.

Detailed scrutiny

The second error was to believe that in setting prices regulators would be freed from that detailed scrutiny of the industry which US utility regulators find necessary in order to control profits. However, as recent reviews in the gas and water industries have shown, regulators cannot decide a price target without a close assessment of the monopoly's capital structure, its investment strategy, cost of capital and desired return. These are just the topics which cause dissension and law-suits in the US. In the UK, there

there was an inflow of some \$4.5bn in 1995. President Suharto has not only held together an extraordinary mixture of tribes and religions as a single nation. He has also presided over an economic transformation which has seen one of the poorest nations of Asia increase its per capita income ninefold since 1970, graduating almost to middle income status.

The president's problem now

is coming to terms with the consequences of that growing prosperity. On the one hand, it has created a middle class with growing aspirations for greater democracy. On the other, it has made the social divide more acute, as the former rural poor migrate to the cities, to become urban poor. An estimated 2.1m people join the labour force each year, and few find jobs.

Business empire

The middle classes, and Mr Suharto's vital allies in the military, not to mention foreign investors, are expressing growing resentment at the spread of his son's business empire. The tax concessions awarded to his son Hutomo Mandala Putra earlier this year, to develop a cheap "national car", are merely the latest example. That could become another factor in discouraging foreign investors, as it did in the dying days of the Marcos regime in the neighbouring Philippines.

If political confidence is to be restored, Mr Suharto needs to decide if he will run again as president in 1998. If he does not, he should begin a transparent process of selecting a successor, who must be acceptable to the military, in particular. He should also open a dialogue with the proliferation of non-governmental organisations calling for more democracy. These are respectable groups, not communist agitators. They should not be arrested.

Finally, if corruption is not to undermine the economic system, it must start to build an independent judiciary, which might restrain the worst excesses. That could be the most important reform of all.



From left to right:
Massimo D'Alema,
Romano Prodi, Antonio Maccanico,
Carlo Ciampi, Lamberto Dini

Prodi's prima donnas

Italy's coalition has prospered, but ministers need to co-operate to pursue economic and political reform, says Robert Graham

If miracles can embrace the world of politics, then a minor one is occurring in Italy. The centre-left government of Mr Romano Prodi is approaching the landmark of 100 days in office without the whisperings of a crisis.

The summer break, when the silents of rumours get blown out of all proportion, is passing in an atmosphere close to somnolence.

In a country where the average life of governments in the past two decades has been 11 months this is remarkable.

The first 100 days is rarely a moment to assess achievements, and is usually the occasion to speculate on how long a government will last. The situation is all the more remarkable since this administration is a heterogeneous coalition dominated by the Party of the Democratic Left (PDS), heirs of the Communist party which was disbanded power throughout the post-war era.

Both Mr Prodi and Mr Massimo D'Alema, the PDS leader who is the real power behind the scenes, have deliberately sought to cool the confrontational atmosphere of the two previous Berlusconi and Dini governments. Also, Mr Prodi, who has had no previous direct experience of government, prefers a low-key approach to politics. Indeed, the 56-year-old economics professor seems to set little store by courting popularity.

Typical of his attitude was a comment made on the first day of his holiday while visiting a village in the Apennines. "I know full well the degree of difference that still exists between the citizens and the government of this country. For this reason, to be credible, this government must do more and talk less."

With little fanfare the government has got much of its electoral programme under way. It has embarked on an ambitious programme that already includes 133 draft laws, although parlia-

ment is still coping with a huge backlog of legislation.

So far the biggest criticism of the Olive Tree alliance in government is that it has failed to take sufficient advantage of the vacuum created by demoralised and disorientated opposition.

Instead of exploiting the opposition's weakness, the government has been preoccupied with trying to achieve its own internal balance between the six main parties forming the alliance.

Mr Prodi finds himself awkwardly in the middle of two schools of opinion – the social democratic sentiment of the PDS representing the left, and the former Christian Democrats as champions of compromise in the centre. He also has to accommodate the hardline members of the old Communist party who formed Reconstructed Communism (RC), which provides vital support to make up a majority in the lower house. He has not always succeeded in this balancing act.

But the financial markets, whose judgment has been so influential since the EU exchange crisis of September 1992, have retained an underlying confidence in the new government. "The start was slow; but the opposition is weak and there has been nothing to undermine the market's sense of reasonable optimism," observed a Milan broker just before *l'Ferragosto*, Italy's traditional summer shutdown. "Prodi will not be tested until the autumn; but he looks a dogged performer," he added.

The two policy areas given pri-

ority have been the economy and constitutional reform. Mr Prodi was faced with the immediate need of having to produce a package of corrective measures to hold this year's budget deficit to its target of 5.9 per cent of gross domestic product. The L16,000bn (\$75bn) austerity package was forced through parliament earlier this month just before the recess.

The mini-budget was conceived in the framework of a three-year macroeconomic programme to bring Italy's public finances in line with the convergence criteria for monetary union, as laid down in the Maastricht Treaty. While committed to take part in monetary union, the government has been realistic enough to accept that the budget deficit cannot be brought down to 3 per cent of GDP by the end of 1997.

By aiming to meet the target a year later, Mr Prodi and his ministers have incurred the criticism of *Confindustria*, the industrialists' confederation, and of Mr Mario Monti, one of Italy's two EU commissioners. But the centre-left coalition, aware of the social unrest provoked in France by trying to meet the budget deficit targets, has preferred a consensual approach to austerity, knowing it must accommodate an important part of its electoral base in the unions.

The Bank of Italy has lowered the discount rate as a sign of confidence in the direction of economic policy and declining inflation. The long-awaited rate cut to 8.25 per cent from 8 per cent in July is central to the virtuous circle the government hopes to set in motion. Given Italy's huge stock of debt (almost 125 per cent of GDP), every one percentage point fall in interest rates means a saving in debt servicing costs of something like L15,000bn over 18 months – a saving which in turn lightens the budget deficit.

The other priority has been to

forge an agreement with the rightwing opposition on constitutional reform, which was a key electoral issue for all parties. Mr D'Alema has managed to broker a deal with Mr Berlusconi to form a bicameral commission to prepare a set of proposals by June next year. The brief is very

wide: ranging from a review of the powers of the prime minister and president and the duplication of roles by the two houses of parliament to creating a more federal structure for the state.

Tackling these issues has overshadowed a long list of initiatives taken in almost every area by individual ministers. These range from raising the school leaving age to 16, streamlining the courts of justice and simplifying tax procedures to pressing ahead with the privatisation of the sensitive telecoms business, reforming the presentation of public accounts and cutting red tape in acquiring driving licences.

The quality and experience of the ministerial team has been crucial here. The cabinet includes two former prime ministers – Mr Carlo Azeglio Ciampi who heads the treasury and budget ministries, and Mr Lamberto Dini, at the foreign ministry; a former speaker of the chamber of deputies – Mr Giorgio Napolitano, the interior minister; a former treasury and foreign minister – Mr Beniamino Andreatta, with the defence portfolio; and Mr Antonio Maccanico, minister of post and telecommunications.

In fact the cabinet often acts like an orchestra full of prima donnas soloists. Although they play well alone they lack cohesion when obliged to perform together. The biggest prima donna is proving to be Mr Antonio Di Pietro, the public works minister and the former high-profile Milan investigative magistrate, who likes to get his way by threatening to resign.

Mr Prodi is blamed for failing to conduct with sufficient authority. But the players are not really his, and though chosen to head the Olive Tree alliance when it was formed last year, he has no political base of his own. Life is made more difficult for the premier by the position of Mr D'Alema. In a normal democracy he

head of the main party winning an election would be expected to become prime minister. But because of a residual mistrust of the former communists, the PDS agreed that the premiership should be held by the more neutral figure of Mr Prodi. Mr D'Alema nevertheless monitors every action like a buckshot driver and does not conceal his irritation when he feels the premier is mis-handling matters.

Mr Prodi thus remains on trial, and the real challenge begins in September with the 1997 budget. It will not be easy to find the right mix of new fiscal measures and spending cuts against a backdrop of uncertain economic growth at home and abroad.

Already this year's growth estimates have been revised sharply downwards to 1.5 per cent. If this falls any lower, it will have a serious effect on revenues and further complicate important wage negotiations postponed from July until the autumn.

The government also has to

secure the co-operation of the opposition for the proper functioning of the constitutional reform commission. It will require at least two years to draw up and approve such reforms. This timetable is very long when the shape of alliances is still shifting. Thus government and opposition must be convinced that they can hold together before beginning this process in earnest.

Here the role of the populist Northern League could prove crucial. Mr Umberto Bossi, the astute League leader, is embarked on a dangerous course, promising to declare on September 15 the secession of Padania – an ill-defined area of the rich industrial north centred on the valley of the River Po. Unless common cause is made against Mr Bossi, he could unnerve the government and sabotage constitutional reforms.

Financial Times

100 years ago

Bondholders' Misfortunes The report of the council of Foreign Bondholders contains a mass of valuable information, particularly with regard to the finances of the South American States... It is a sad fact that out of the seventy years that have elapsed since Ecuador first began to borrow money the service of her External Debt has been in suspense for fifty-four years.

In 1886 the bondholders

accepted a reduction in interest, and it was thought that at the cost of a considerable sacrifice, some permanent basis of settlement had been

reached. Alas, no! A revolution was engineered, the Government was defeated, and in March last the new authorities once more suspended the service of the debt...

50 years ago

British Films at Highest Level

British films now stand at the highest level, states the annual report of the British Film Producers Association for 1945-46, and it only

remains for their numbers to be increased so that they

become a world force in entertainment.

Increasing competition, it is

pointed out, must be expected from America. This country is

urged to look more to over-

seas markets, and particularly

to the dominions and colonies, for more screen time,

OBSERVER

Midas touch in reverse

■ Is Kazakhstan's Yastikovskoye gold mine fixxed?

The Kazakhs reckon it has proven reserves of 400 tonnes – worth about \$5bn – but those international mining companies who have sniffed around have simply got burnt.

In 1995 the Australian company Dominion Mining thought it had an exclusive deal to exploit the mine, only to find others had been invited to the party, including RTZ of the UK, Australia's BHP and Western Mining and Canada's Placer Dome.

The Kazakhs gave Placer Dome the cherry. Placer paid \$35m to the Kazakh government – should have used an escrow account, boys – for the right to begin investigations. The contract said if Placer decided not to go ahead, the \$35m would be returned. Placer pulled out in September, the deadline for the return of the cash – July 4 this year – passed without a cent from the Kazakhs.

Now the latest bidders – a consortium led by Robert Friedland and including Teck and First Dynasty Mines (both of Vancouver) and the London-based Balykchik Gold – also seem to have thought better of it.

The Labour party's proposal for a windfall tax shows the danger.

Placer has now decided to go to international arbitration under UNCITRAL, the UN Commission on International Trade Law. The case will be heard in London. Placer shouldn't hold its breath: Uncrat will take about two years to deliberate – a very long time, in Kazakhstan.

■ **French fringes**

■ The French government has recently created so many so-called "observatories" to investigate problems that the *Canard Enchaîné* newspaper suggests establishing a new *observatoire des observatoires* to keep an eye on all the others.

Now another observatory kicks off, this time looking into the growing national preoccupation with cults. President Jacques Chirac has nominated to head it someone who stands little chance of being seduced by the weird.

Bernard Antoine Guérrier de Dumast, the husband of Marie-José de Carrière de Saint-Brice, fought during the Algerian civil war, has advised top civil servants in France's former colonial territories, and was most recently in charge of security on the frequently bombed island of Corsica.

The Baron's brief will probably not include studying the Order of Malta. This

secretive organisation is headed by his brother Jacques, a financier who presides over the French arm of the ultra-elitist charity, whose wealthy contributors annually parade in strange cloaks en route to a grand dinner.

■ **Playing around**

■ Has the Vienna Philharmonic, which only a few weeks ago seemed to be stubbornly resisting letting in women, changed its tune? Austrian TV reported last week that, after more than 150 years, Austria's most famous men-only club was going to let women join its band.

Could this be true? The purveyors of the world famous "Vienna Sound" are an odd bunch. Unlike most world-class orchestras they have no leader. New recruits are vetted in secret and until now women have been blackballed. There have been exceptions. Anna Leibes was employed as a harpist in 1970 – because no one else was up to the job. But it was another 25 years before she got her name in the programme.

The orchestra has always said that allowing women to join would threaten its artistic standards. Who knows what effect the sight of the second viola's shapely ankle might have on the performance of the man behind the kettle-drums?

■ Fred decides to put this new skill into practice by tutoring Dick.

Fred: "Do you have a lawnmower?"

Fred: "Yes."

Fred: "That means you have a lawn?"

Fred: "Yes."

Fred: "Therefore a house?"

Fred: "Yes."

Fred: "And a wife and children?"

Fred: "Yes."

Fred: "Thus it is clear you are a heterosexual."



FINANCIAL TIMES

Monday August 19 1996

"In a free market, profit is society's reward for those who serve its interests."
LEO BURNETT, head of global advertising

Carmaker faces court action if it uses funds

Brussels warns VW over \$60m state aid

By Peter Norman in Bonn

The European Commission has threatened to exclude Volkswagen, the carmaker at the centre of a state aid row, from tendering for public contracts if it spends nearly DM60m (US\$6.4m) of disputed subsidies received from the German state of Saxony.

Mr Karel Van Miert, the European Union's competition commissioner, said the commission would take VW to the European Court if it used the funds. VW would be also barred from spending other already approved state aids in the EU. "Exclusion from public tenders is also conceivable," Mr Van Miert added.

The commissioner's remarks, in an interview with German news magazine *Focus*, are the toughest so far from the Brussels competition authorities in a three-week row over Saxony's plans to pay DM750m towards VW invest-

ments in the state. The commission blocked DM24m of the planned aid in July and has concluded that payment of a further instalment by Saxony to the carmaker this year was DM60m above the level allowed.

"We are confronted with an illegal situation here," Mr Van Miert said. He warned that Saxony's deficit could result in an EU-wide subsidy if it were allowed to go ahead.

"One cannot simply act illegally and hope the commission will shut its eyes. That would mean the end of the internal market and Europe."

Mr Van Miert took a swipe at the high level of subsidies in Germany as a whole, describing the country as "the European champion in state aids". But he was especially critical of the Saxony government and the prime minister, Mr Kurt Biedenkopf.

The commissioner said he was "astonished" that VW had

"found it so easy to blackmail" the state's politicians into providing aid by threatening to withdraw from its projects in eastern Germany. "If the group won't invest more in eastern Germany, it must pay back already approved subsidies worth some hundreds of millions of D-Marks. VW would then be worse off than if it had accepted the commission's ruling."

Meanwhile, officials from the Bonn finance and economics ministries yesterday confirmed that the commission was investigating German legislation, passed last year, that extended the scope of state aids in eastern Germany.

However, they described as "routine" Brussels' enquiries into prolonging an 8 per cent premium for investment in machinery in eastern Germany and extending to west Berlin a 10 per cent investment subsidy and special depreciation rules, created for the new Länder.

Russia tries to reinforce Chechen ceasefire

By John Thoenell in Moscow

Russian and Chechen negotiators tried at the weekend to reinforce the fragile ceasefire agreement in the breakaway region in the face of mutual accusations of bad faith.

Both sides also seemed to be holding among Russia's fractious politicians as President Boris Yeltsin appeared to back Gen Anatoly Kulikov, the interior minister, who was last week subjected to a fierce assault by Mr Alexander Lebed, national security adviser.

The Interfax news agency reported that Mr Yeltsin had told Gen Kulikov that he should remain in his post.

Mr Lebed, a former military commander, claimed that his attempts to bring peace to Chechnya after 20 months of fighting were being deliberately undermined by Gen Kulikov, who controls the interior ministry troops in Grozny.

On Friday, Mr Lebed said he could no longer work in the same administration as Gen Kulikov and urged the president to sack him.

Over the weekend, Mr Lebed's peace initiative inched forward as Gen Konstantin Pulkovskiy, the acting Russian field commander in Chechnya, twice met his Chechen counterpart, Mr Aslan Maskhadov, in an attempt to strengthen a ceasefire agreement.

Mutual accusations marred the apparent political progress. Russia's military command in Chechnya said separatist fighters shot down a helicopter yesterday, killing two crew members and wounding two Chechen rebels accused a Russian unit of killing 15 civilians in the capital, Grozny, overnight.

The conflict has been described as "unwinnable" by Mr Lebed who appears to be striving for a face-saving political formula allowing federal troops to withdraw from the region.

Chechen forces now control of several strategic locations in Grozny and seem to be preparing for a long fight.

The RIA Novosti news agency quoted a Russian military source as saying that the Chechen forces were expanding the ceasefire to strengthen their positions, re-establish their lines of communications, and redeploy their forces.

The officer said the only way for federal forces to recapture the city without enormous losses would be to level every building in the city by air bombardment and artillery fire as had been done in the initial assault on Grozny in early 1995.

THE LEX COLUMN

Electronic blockbusters

Many see the consumer electronics industry's recent history as an elusive hunt for the next killer application. Nothing has come along since the video cassette recorder and the compact disc, it is often said. Hence the high hopes for the digital video disc, a sort of cross between a VCR and a CD - little else the industry can do by the troubled birth.

There is though, another interpretation of what has happened: several highly successful products - notably the personal computer and the mobile phone - have been developed; but the old-style consumer electronics groups such as Matsushita, Sony, Philips and Thomson have not made much money out of them. The rewards have instead been reaped by the likes of Compaq and Nokia.

Now, of course, it is getting harder to make the most out of PCs and mobile phones too. As technical advantages are eroded, more competitors are piling into the market and margins are being squeezed. So the hunt is on for the next hot products. Designing chic and easy-to-use devices will also be essential. Those who develop clever hardware - whether it is foldable plastic screens or voice recognition technology allowing consumers to talk to their appliances - can expect rich pickings. But some of the most competitive battles will be to supply the software to operate such gizmos. Many have seen the vast wealth Microsoft has generated from dominating the PC software market and want to do the same with electronic appliances. Unsurprisingly, Microsoft itself is one.

The real debate is over how such devices will evolve. According to one school of thought, multi-function devices are the way forward. So we should look forward to the handheld computer that doubles up as a mobile phone or the set-top box that plays games and surfs the Net.

A rival view favours simple appliances. This is the thinking behind the much-touted Network Computer (NC), a stripped-down PC particularly useful for the internet. Oracle, the software group which is the NC's biggest promoter, argues that it could replace the PC which has so many functions that it is excessively expensive and complicated.

There are still more radical concepts. Dilba, a Silicon Valley start-up, believes that even the NC has too many functions and that each application should have its own dedicated device. This debate sometimes seems like

vergent economics. Inflation is low in leading economies, and external imbalances much smaller than in the past. There is less need for exchange rate adjustment. In the case of Europe, tighter trading ranges are the result of investors positioning themselves for Euro, not central bank alchemy.

There have also been changes. Central banks are cutting in their intervention tactics, while new instruments, such as options, affect how prices behave. The market is bigger, and so less easily moved, while investors have more options for expressing their views outside the foreign exchange. But we have not seen the end of volatility. So long as animal spirits persist, markets will overheat, and central banks will respond. The death of intervention is not upon us.

Pulp & paper

Profits at Europe's top 15 paper companies are expected to fall by nearly 50 per cent in 1996, yet most of their share prices have risen 20 per cent or more this year. Investors have been buying in the belief that the pulp cycle has turned. This would allow producers to force through price increases for many paper grades this autumn, leading to a rebound in earnings of up to 25 per cent in 1997.

It looks a distinctly optimistic scenario, a point made last week by Mr John Niemela, chief executive of UPM-Kymmene of Finland, Europe's largest forestry products group. Not once in the past 80 years has a downturn in the paper industry been confined to a single year. True, pulp inventories have fallen back to near normal levels and the pulp price has risen sharply since June. But inventories are already rising again. Unless producers take down inventories at their mills, which they are loathe to do, the price could rapidly fall back again. Without a strong pulp price, it will be difficult to push through price increases in fine paper and corrugated casing which are planned for September. European producers had also been pointing to fine-paper price rises in the US as justification. But after holding firm for six months, prices there have collapsed since June.

If the expected price rises do not materialise, most brokers will have to downgrade 1997 forecasts fast. During similar corrections in the autumn of 1990, 1991 and 1992, share prices in the sector subsequently fell between 25 and 40 per cent.

Microsoft admits to flaw in latest Internet package

By Tom Foreman
in San Francisco and
Paul Taylor in London

Microsoft, the US software group, has admitted that there is a "bug" in the latest version of its Internet Explorer software. The admission comes on the eve of the launch of Netscape Navigator 5, the rival offering from Netscape Communications.

The packages, run on personal computers, are a communications "gateway" to the vast information resources of the World Wide Web. They give the fast-growing Internet subscriber base easy access to the immense number of sites available on the Web. They are expected to be integrated into the next generation of PC operating systems for home and corporate use.

The discovery of a bug in

Internet Explorer 3.0 days after its launch is an embarrassment for Microsoft, the world's biggest software company, which is locked in a battle with Netscape, a California-based company which has pioneered the development of powerful, easy-to-use Web browsing packages and which has a 70 per cent share of the market.

Faults in complex new software are not unusual, especially in trial copies which the companies rush to market.

Netscape itself fixed a bug in an early test release of Navigator 5.0. Consumer organisations have become increasingly critical of software companies for releasing products which contain bugs and other problems. Additional bugs are expected in the Microsoft and Netscape soft-

ware programs over the next few months.

Microsoft said Internet Explorer 3.0 contains a bug which forces users to repeatedly re-enter their registration data - an inconvenience for users when accessing the growing number of Internet Web sites that require a password. Such sites include the Financial Times' Web site, www.ft.com.

Microsoft said it is working on a solution which it will "post" on the Internet to enable users of Internet Explorer 3.0 to update their software.

The company offers Internet Explorer to users free while Netscape, which has a strong position in the corporate market, charges for its software.

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Bread riots

Continued from Page 1

tribal grandees by changes to voting procedures in the 1998 elections.

But last week's bread price rises could muster only 20 votes in parliament.

A coalition of 11 small parties clustered around the IAF yesterday called for the resignation of the government of prime minister Abdel-Karim Kabriti, blaming it for the rioting and for ignoring parliament and public opinion.

Lloyd's fails to win help

Continued from Page 1

should be heard in the US - dealing a blow to Lloyd's hopes that they could be heard in the UK.

Underlining the importance of the case, Mr Ron Sandler, Lloyd's chief executive, is in Virginia to give evidence. Mr Chuck Quackenbush, California's insurance commissioner, argues Names' links with Lloyd's are "purely an insurance relationship" and delaying the recovery "could have

devastating effects on California's insurance market".

Lloyd's is refusing to say how many Names have accepted the plan so far, but is stepping up efforts to build support, including newspaper advertisements this week reminding Names about the August 26 deadline.

Lloyd's yesterday welcomed a court ruling in Tennessee rejecting a request by the state's department of commerce for an injunction blocking the recovery plan in early 1995.

The officer said the only way for federal forces to recapture the city without enormous losses would be to level every building in the city by air bombardment and artillery fire as had been done in the initial assault on Grozny in early 1995.

Chechen forces now control of several strategic locations in Grozny and seem to be preparing for a long fight.

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